3.SCOPE OF WORK AND DELIVERABLES

3.1 PROPOSAL DELIVERABLES

3.1.1 OVERVIEW OF CAPABILITIES

Each responding vendor should provide an overview of its capabilities and previous experience in managing results-driven tourism marketing programs that include the activities listed in *Section 3.1 Scope of Work and Deliverables*. Specifically, firms should provide:

3.1.1.1 Three (3) definitive Case Studies demonstrating a proven ability to develop and execute a results-driven integrated marketing campaign.

A. Each case study should include the following:
   1. **The marketing challenge being confronted;**
   2. **The integrated strategic approach that addressed the problem;**
   3. **Overview of the campaign goals; and**
   4. **Campaign results**

We have selected three case studies to illustrate our ability to execute results-driven, integrated campaigns. The first example (Columbus Image Collaborative, pages 1-14), provides a full-scale illustration of our ability to create, execute, socialize, systematize and support a new brand using all disciplines – both to mass audiences and niche/generational segments.

Columbus Image Collaborative

Overview
Columbus, Ohio has forever lacked a distinct, recognizable image. This has hindered the ability of organizations like Experience Columbus (Columbus' convention and visitor's bureau) and the Columbus Chamber of Commerce to market and sell the city. In 2009, as Columbus began approaching its Bicentennial, the Mayor of Columbus launched the 2012 Bicentennial Commission, which resulted in the formation of a number of committees dedicated to improving aspects of the community in time for the 2012 celebration.

Historically, destination marketing organizations, chambers of commerce and other economic development entities implement disparate campaigns with little or no relationship to one another. In the case of Columbus, the strategy affirmed that the community needed a single brand and creative platform from which to work. This forced the Columbus community to tear down walls, build a shared direction and collaborate in the process and deliverables. Executing the brand in a consistent manner, through multiple entities and across numerous platforms, is resulting in exponential brand awareness and perception results – as well as positive economic impact.

The primary partners in this collaborative effort are: Experience Columbus, the Columbus Chamber, Columbus2020, the Columbus Partnership, the Columbus Bicentennial Commission, the Greater Columbus Sports Commission, the City of Columbus and Franklin County. After a competitive review of 26 agencies, Fahlgren Mortine was chosen as the agency of record for developing the creative expression of the brand essence. In addition to developing the umbrella campaign, Fahlgren Mortine is the agency of record for each of the individual partners.

Fahlgren Mortine is engaged on many levels, both strategically and tactically. Work includes overall strategy and communications planning, brand development, brand standards, advertising, design, website development, online executions, public relations, social media and traditional media planning and buying.

Logo Development

Fahlgren Mortine has developed the creative foundation for Columbus and individual campaigns for each partner. As part of this work, we've developed an iconic "mark" for Columbus that has been adopted by organizations throughout the community. We've also rebranded Experience Columbus, the Greater Columbus Sports Commission, the Columbus Region, Columbus 2020, the Columbus Chamber of Commerce and the City of Columbus, and developed a brand for the Bicentennial Commission. An important element of the work is that we needed to allow each partner to have its own identity while still clearly being part of the Columbus brand family. Each needed some separation of visual representation because each has a unique mission, and unique goals and audiences. Even though they are easily identified as Columbus entities, each has its own visual treatment and color palette.

COLUMBUS

EXPERIENCE COLUMBUS

THE COLUMBUS REGION

COLUMBUS 2020

THE CITY OF COLUMBUS
MICHAEL B. COLEMAN, MAYOR

COLUMBUS CHAMBER OF COMMERCE

GREATER COLUMBUS SPORTS COMMISSION

200 COLUMBUS THE BICENTENNIAL

Brand Standards

The development of brand standards has been one of the challenging elements of this relationship because there are so many connected partners. We've developed brand guidelines for the umbrella Columbus brand along with brand guidelines for each individual partner.

Brand Columbus Community Toolkit

There are dozens of moving pieces required for this work, including developing an online [Brand Columbus toolkit (BrandColumbus.com)](). Designed to encourage adoption of the Columbus brand, and keep communication flowing, the toolkit serves as an open source portal from which any individual or organization can download Columbus logos, visuals and language. The toolkit allows the brand to be consistently and easily amplified by Columbus ambassadors to their own local, regional, national and international audiences.

Professional Staff Development and Training

One of the key objectives of the brand standards and the Brand Columbus toolkit is to provide staff members of partner entities continual information, education and training on the value of properly presenting and maintaining the Columbus brand. Recognizing that the number of organizations that wish to adopt this branding will continue to increase, as well as our need to deal with a variety of levels of marketing education and savvy, we know it is critically important to provide clear direction on how to mobilize the brand elements and apply them to different situations and environments.

Columbus Brand Essence

The following essence statement was created as a foundational creative element to guide campaign development. We synthesized the statement into: Columbus; smart and open.

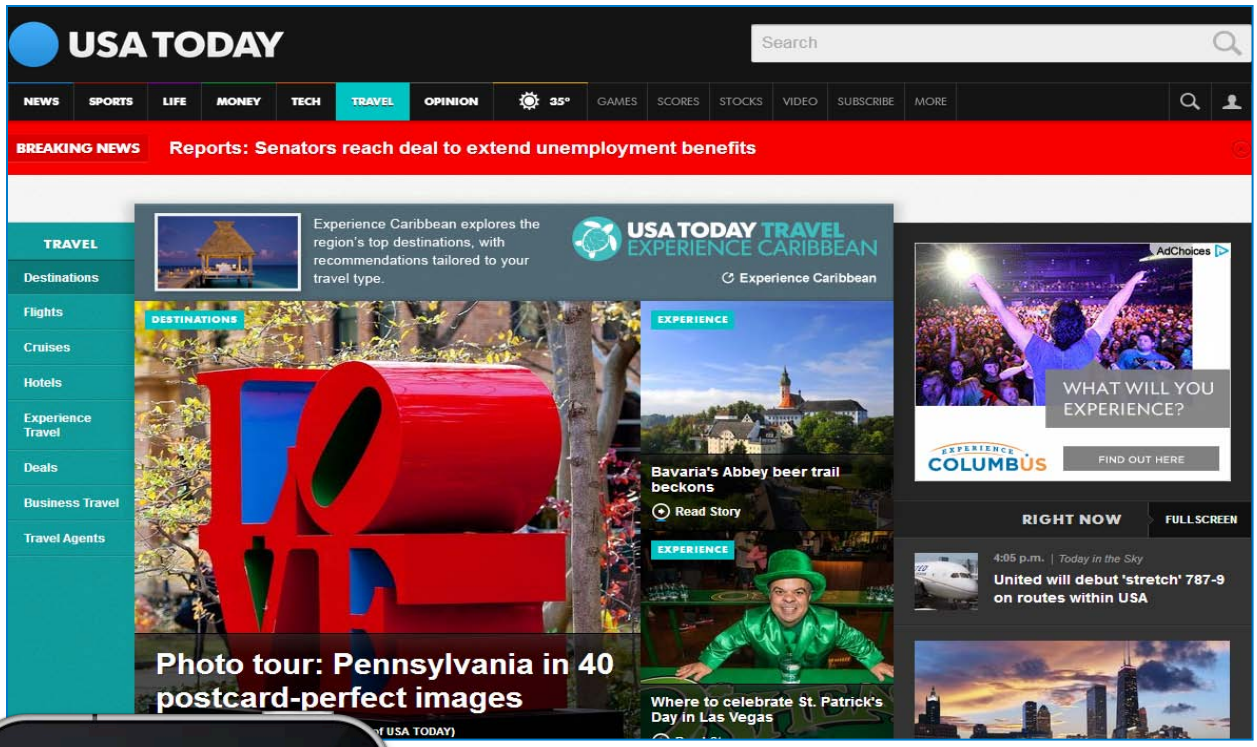
Core essence: Columbus is a city with an open-minded approach to life and business. It's a smart city with a progressive attitude, where people are free to go out on a limb. Where diversity isn't just a state of being, but a state of mind. It's made real through people, businesses, and neighborhoods – every day. Because we share the philosophy that Columbus is open to all, we are always taking risks, always thinking big, and always open to new ideas.

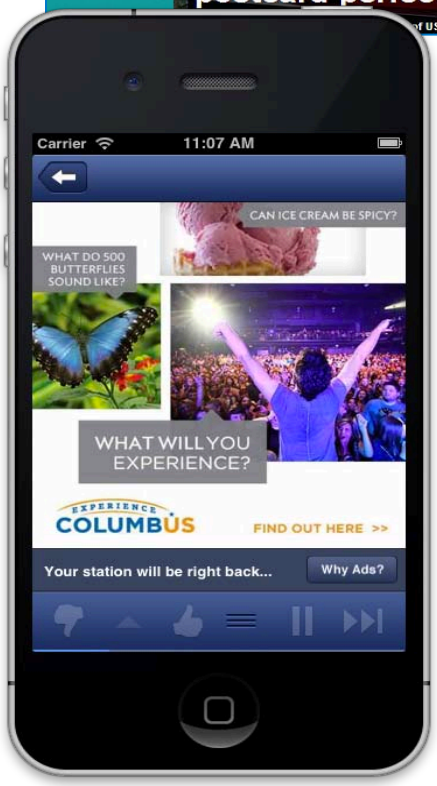
Advertising Objectives

- ***Develop a creative approach to leverage the brand essence of "smart and open"***
- ***Build Columbus' competitive image distinction on a national scale to the respective audiences of each partner***
- ***Develop a program the entire community can utilize as necessary in any marketing and/or promotional efforts***
- ***Continue to openly engage all aspects of the community in the development and execution of campaign elements***

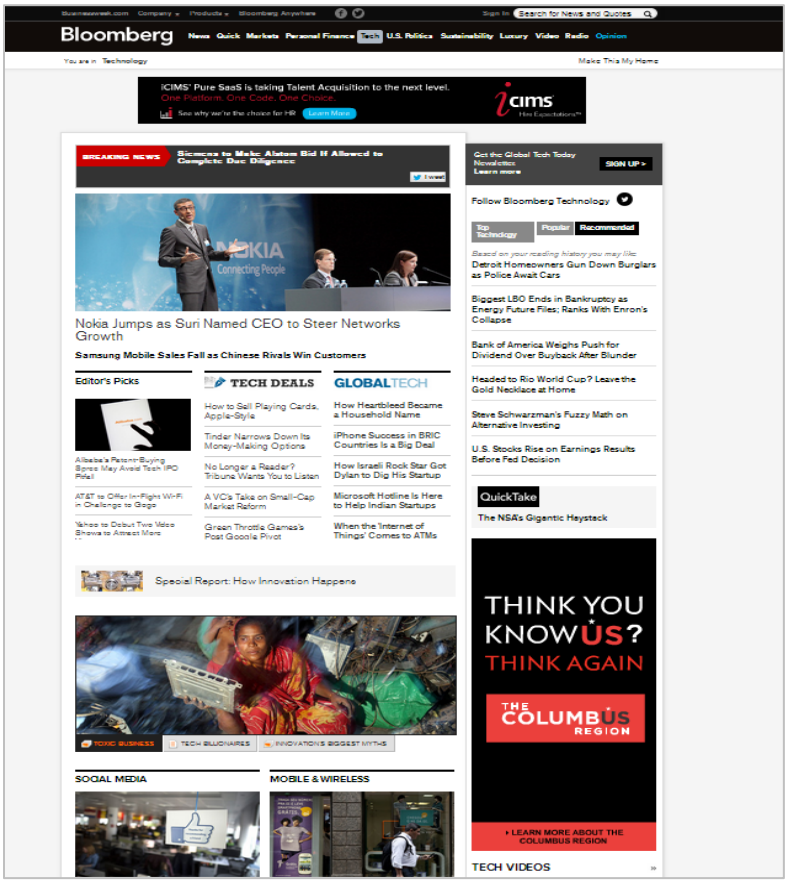
Tourism Creative

Tourism Creative

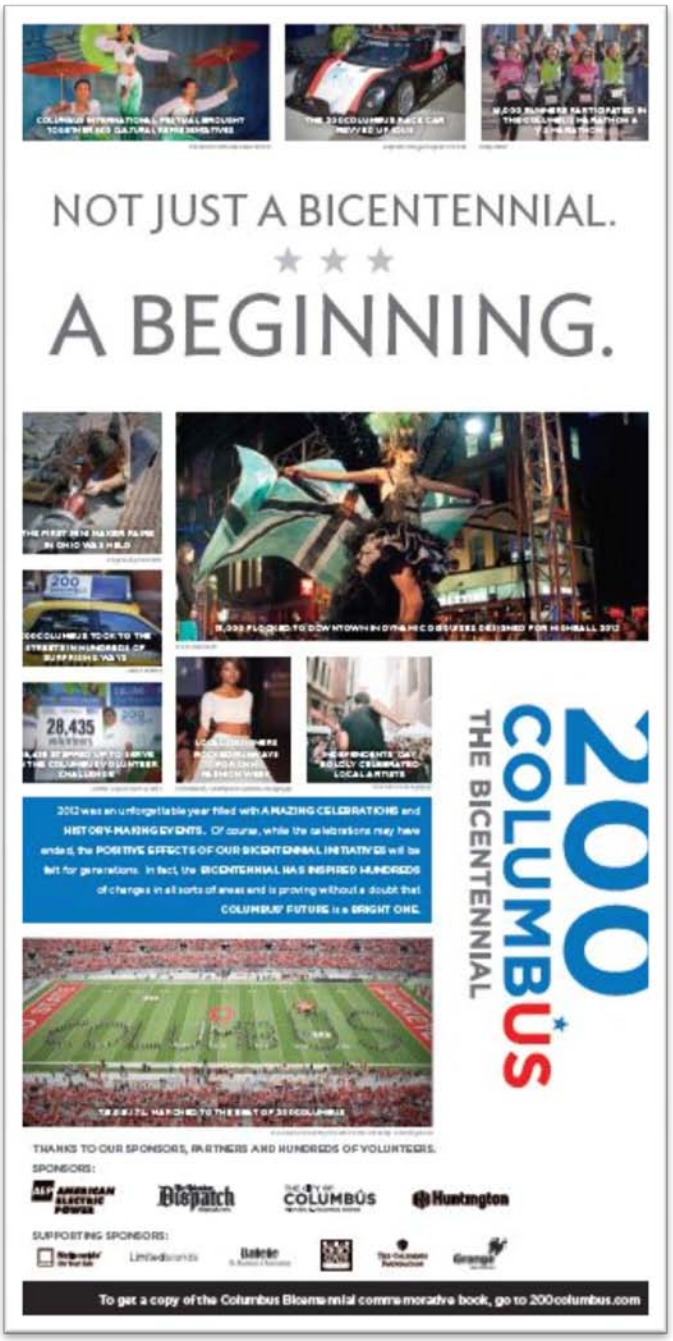


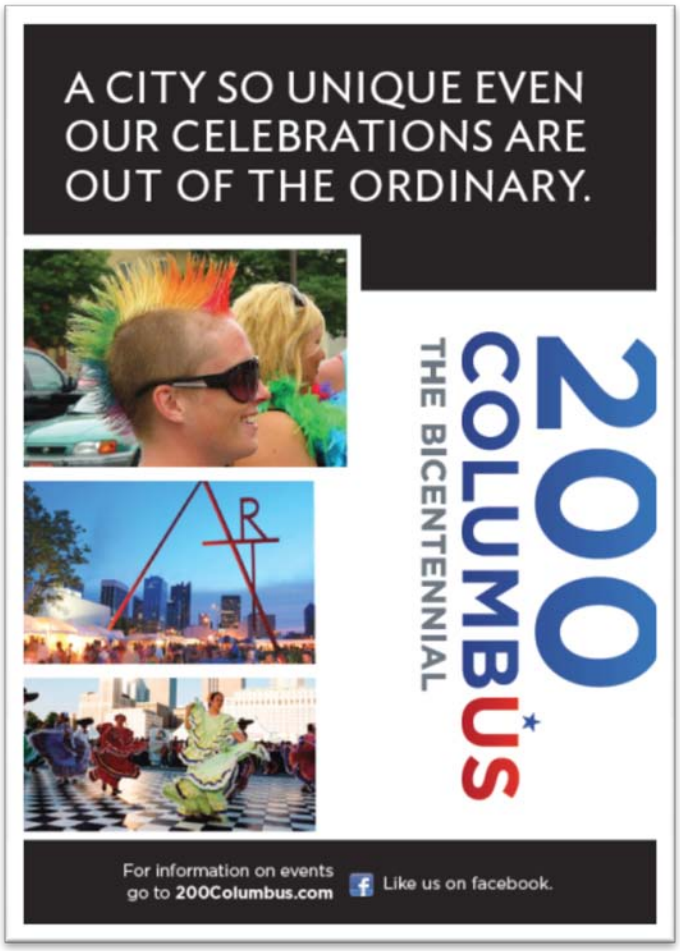


Economic Development Creative



Bicentennial Creative





City of Columbus Creative

THE CITY OF COLUMBUS
MICHAEL B. COLEMAN, MAYOR
DIVISION OF FIRE

THE CITY OF COLUMBUS
MICHAEL B. COLEMAN, MAYOR
DIVISION OF POLICE

Additional Creative Executions

Websites

In addition to creating the Brand Columbus website, Fahlgren Mortine created new websites for Experience Columbus, the Greater Columbus Sports Commission and the City of Columbus.

Each site was custom created to address the needs of members of each unique organization, but the newly created Columbus brand was made prevalent in each execution. For the Experience Columbus site, Fahlgren Mortine designed and developed a new interactive feature called, "My Planner," that allows visitors to add items to their own personal trip itinerary as they navigate throughout the website. Visitors can personalize their itineraries even more specifically by adding/deleting, editing, sorting, and adding personal notes, as well as searching the various locations on a Google map of Columbus.

For the Greater Columbus Sports Commission (GCSC) site, we created an easy-to-use search feature throughout the site, allowing users to search for event locations by facility name, sport or by keyword. We also created custom landing pages for major events, so the GCSC can promote the purchase of tickets to events outside of the event calendar functionality of the website.

The City of Columbus charged Fahlgren Mortine with redesigning, and re-architecting, more than 900 pages of content. The previous site organized all content by city department, but through survey research, we knew users may not know where to find the information they were looking for. Fahlgren Mortine designed a new website that reflected the new Columbus branding and tone, while also organizing content in a way that made it easier for the City's various audiences – residents, businesses, visitors, elected officials, etc. to find exactly what they needed.

Results

Although we have only included select components of the overall program due to length, the following results provide insight into the massive scale and dramatic impact of this integrated program.

Macro Columbus Campaign Results

- ***More than 30 organizations have adopted the ColumbUS logo mark in their marketing***
- ***Significant awareness of brand development throughout the community***
- ***Unprecedented collaboration of the City's political, private and civic sectors in strategic planning and consensus building***
- ***Launched open source online Columbus brand toolkit (BrandColumbus.com) – to date, more than 500 unique users***

Bicentennial Celebration

- ***1,950 Columbus citizens participated in a Bicentennial community summit***
- ***720 unique user downloads of online marketing toolkit***
- ***109,491,164 earned media impressions from publications including The New York Times, TIME Magazine and National Geographic***
- ***290,594,226 paid media impressions***
- ***7,830,487 social media impressions***
- ***14 public art projects launched as Bicentennial initiatives***
- ***98.5 percent unaided awareness of celebration in Columbus Region***

Experience Columbus

- ***Increased convention room nights booked for national association meetings and corporate business meetings by 139 percent from 2011-2014***
- ***Increased website visits 33 percent from 2011-2014***
- ***Visitor research from the Columbus Visitor Perception and Tapestry Studies (2012) indicate that Columbus exceeds visitor expectations:***
    - ***98 percent of first-time visitors' perception change is positive***
    - ***85 percent of past visitors are likely to visit again***

Columbus 2020/Columbus Region Economic Development

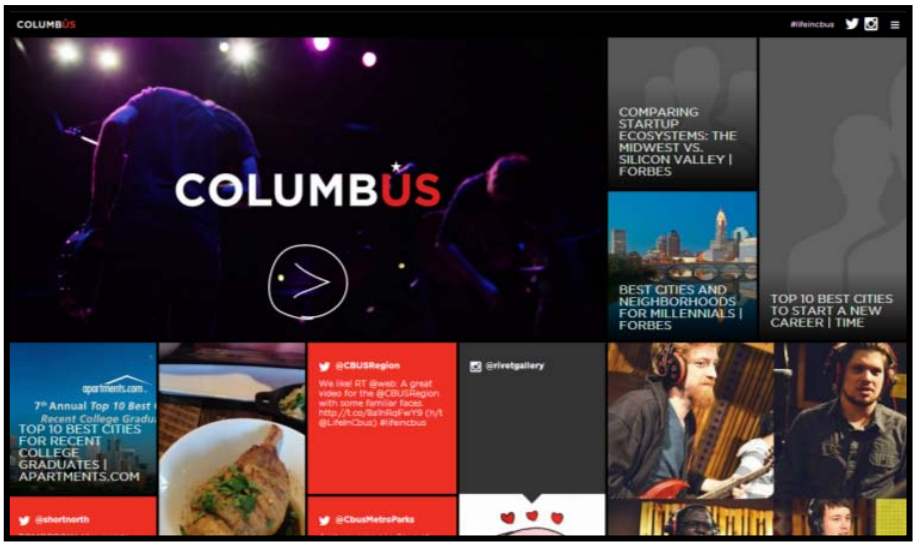
- ***Multimedia campaign garnered 200 million impressions to highly targeted audience***
- ***45,789 net new jobs have been added to the Columbus Region since January of 2010, which is 30.5 percent of the 10-year goal***
- ***$3.15 billion in capital investment has been tracked by Columbus 2020 since January of 2010, which is 39.5 percent of the 10-year goal***
- ***Columbus 2020 has developed more than 250 regional private-sector companies that invest more than $3.8 million dollars annually***
- ***400 percent increase in web traffic from 2011-2014***
- ***70 percent of web traffic generated via online campaign in 2014***
- ***Click-through rates continue to outperform industry average by 200 percent***

Targeting the Young Professional

Once we had created effective integrated campaigns targeting families for tourism and the business sector for economic development, we began intentionally focusing on a key and valuable demographic, the young professional (roughly 25-35 year olds). Young professionals are more predisposed to travel, have more disposable income, are most likely to move in the next three to five years, are extremely influential and tend to be very entrepreneurial in spirit. In other words, the young professional is a highly sought-after target for destinations.

As we took on the challenge of marketing Columbus to the young professional, we knew we had to be extremely delicate. This audience grew up being flooded by advertising, they know when they're being sold to and they easily reject it. This is an audience that wants to discover all that life has to offer on their own terms. For these folks, big is often the enemy of cool. Seeking experiences that are new and unexpected, they can be convinced to look beyond the usual suspects. So, when we started, we asked ourselves what was special about Columbus. Nashville is Music City, Austin is quirky, but Columbus is so much more than that. We finally settled on the fact that what's special about Columbus is life in Columbus. Whether you live in Columbus, visit or are thinking about doing either of those things, life in Columbus is vibrant, exciting and rewarding. So, rather than coming up with the next destination ad slogan, we decided to present Columbus exactly as it is through LifeInCbus.com. Everything executed – our paid campaigns out of market, our social media efforts – is designed with one thing in mind: presenting an authentic look at life in Columbus. It's that simple.

We created LifeInCbus.com because nothing like it exists in Columbus. There are a lot of great sites for information about the city, but there was no one single site that captured and shared compelling content that someone in Columbus or outside the city would consider useful or informative. The great thing about the site is it pulls the best existing content from around the web – news sites, blogs, social media – and presents it in a single spot, updated constantly.



fahlgren mortine
NEVĂDA

Creating the site experience was step number one. Because the best way to reach this audience is through discovery, we knew social media needed to play a significant role in our campaign which is why we launched with Twitter, Instagram and the #LifeInCbus hashtag. Our three key pillars were to: (1) join current conversations already occurring and leverage those conversations to the young professional (2) Influence conversations in our key markets (3) Engage in conversation around core topics relevant to our audience (food, music, career, fashion, best places to live, etc.).

All of this supports our most significant out-of-market integrated image campaign, focused right now in Chicago and Washington, D.C., but we believe it will continue to grow. Regardless of where it goes, we want to make sure – and we've been intentional about this – that what we're doing also has value locally, and LifeInCbus.com certainly provides that value.

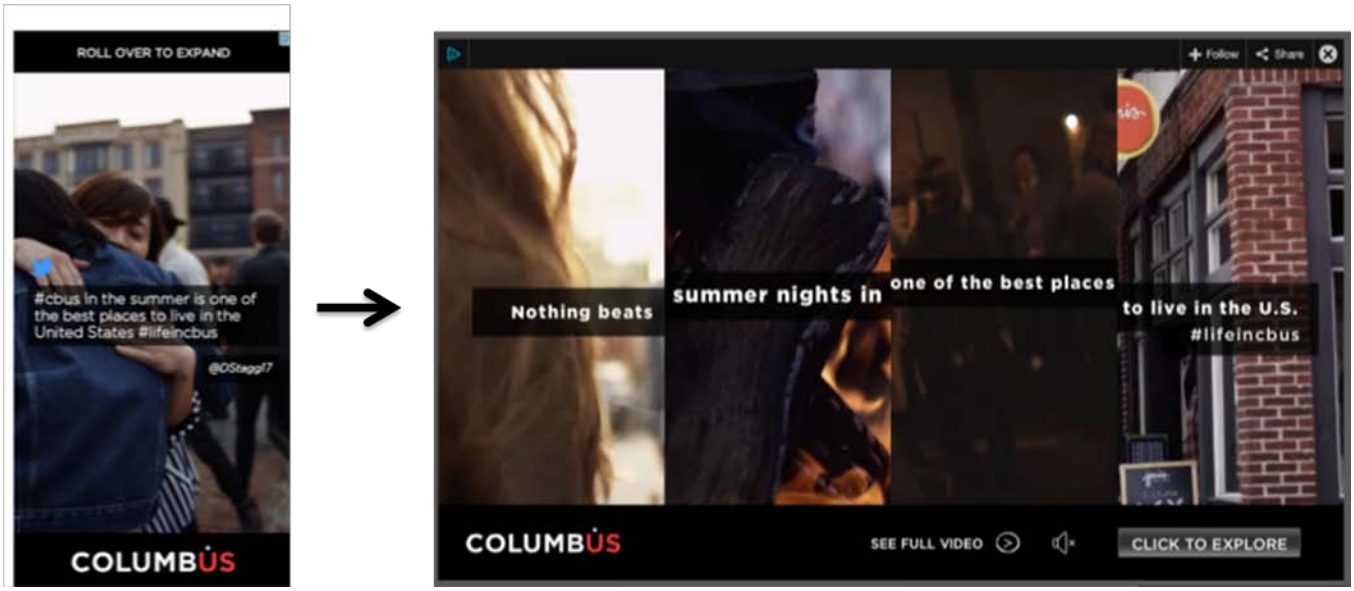
Why Chicago and D.C.? They're natural fits, with a lot of young professionals, and within our footprint, which roughly aligns with the Big Ten conference. Columbus offers an alternative to the lifestyle in those markets, without compromising all the things they love about those cities – great food, arts, sports and creativity.

The paid campaign is focused around the idea that in Columbus, you can live your best life. To a growing number of young people today, being different is more important than fitting in. Sure this crowd wants to be unique but they also want to belong. They are looking for a place and people that are as excited about the future as they are. The Columbus campaign speaks to this creative crowd in a way that's not so much a campaign as it is a call to arms. An open invitation to explore their potential for something extraordinary.

Reaching them on their commute: Chicago outdoor board at I-90/I-94

Washington, D.C. Metro Boards

Online Rich Media



Click to view

Life In Cbus Anthem Video

Click to view

Results

Although the young professionals campaign just launched this summer, we're already seeing media results that are well above benchmark:

- ***Overall click-thru-rate: 196 index***
- ***In-banner video completion rate: 33.5 percent (versus 16.4 percent benchmark)***
- ***Average time spent with rich-media: 27.26 seconds (versus 12.84 benchmark)***
- ***Banner interaction rate: 8.68 percent (versus 2.08 percent benchmark)***

Savannah College of Art and Design (SCAD)

We chose to include the following case study because it illustrates our ability to plan and execute a completely integrated campaign, while thinking creatively to keep members of the media interested throughout various milestones of the client's project.

Overview

Savannah College of Art and Design (SCAD)'s mission is to prepare talented students for creative careers. SCAD has more than 11,000 students who study at four locations around the globe—Savannah and Atlanta, Georgia; Hong Kong and Lacoste, France—and online through eLearning courses.

Following a nationwide search for a marketing and communications partner, SCAD selected Fahlgren Mortine as its agency of record in November 2013. The first major initiative SCAD presented to Fahlgren Mortine was to help brand and launch SCADpad—an experimental micro-housing community being built in the midtown parking deck at SCAD Atlanta.

SCADpad evolved from one powerful question: How can design change the world? As the global population continues to grow and concentrate in cities, SCAD, as a transformer in art and design education, cultivated an entirely new vision of an urban community.

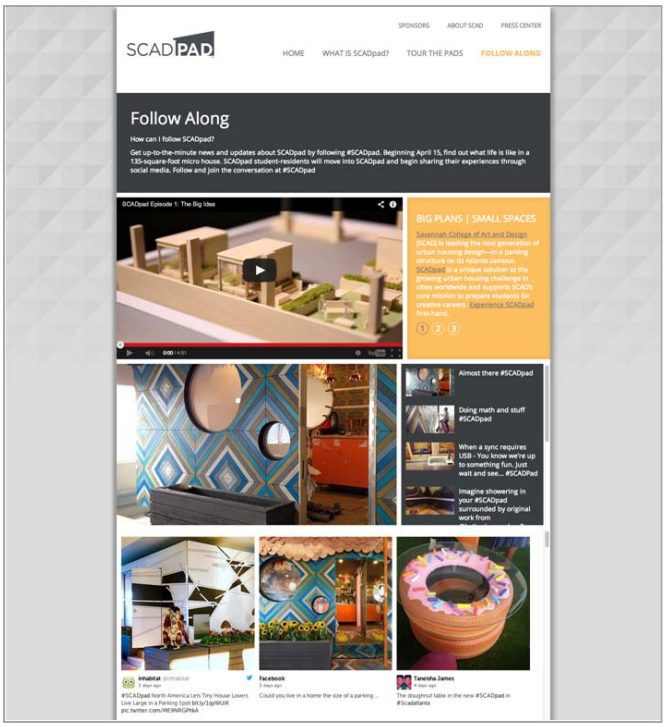
SCADpad embraced and advanced the university's deeply rooted commitment to adaptive reuse by utilizing a parking structure to create an inspirational and sustainable community that proposes an answer to the growing urban housing challenges cities are facing around the world.

An interdisciplinary group of 75 SCAD students, 12 faculty members and 37 alumni from 12 academic degree programs worked for 10 months to design and develop SCADpad—from its architectural footprint to custom furniture to remote home control. Upon completion, three SCADpads were brought from conception to reality, each 135-square-feet or the size of a standard parking space, with three common areas.

The Challenge

A major undertaking for the university, SCADpad was intended to further position SCAD as a leading innovative, global university with the core mission to prepare talented students for professional creative careers, and to develop a new solution for a growing global concern surrounding urban housing.

SCAD challenged Fahlgren Mortine to launch SCADpad locally, nationally and internationally over the course of six months, from naming and logo development to marketing strategy and website development to global media coverage and a national ad campaign. An integral part of the challenge was to develop the communications materials and brand, and garner national media attention not only to cover SCADpad, but also to stay the night in one of the micro-dwellings, all while the prototypes were being designed and built.

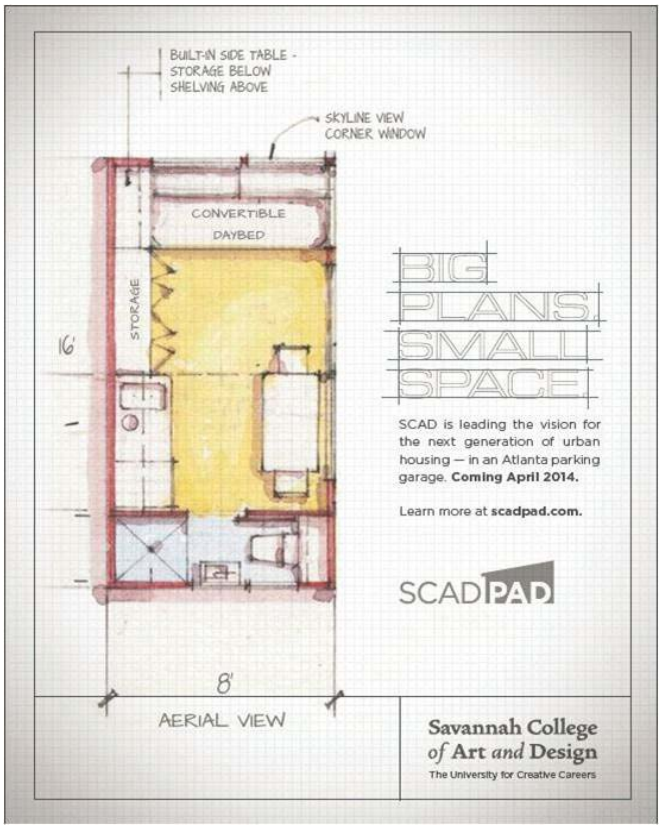


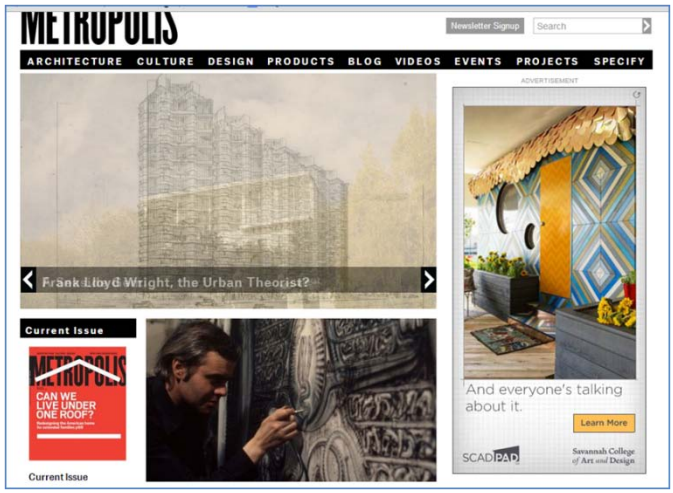
Goals

SCAD and Fahlgren Mortine set out to position SCAD as a leading innovative, global university with the core mission to prepare talented students for professional creative careers and use the SCADpad micro-housing project to illustrate and share the design ingenuity of SCAD to the world, and finally, to increase awareness of SCAD and increase enrollment.

Program Overview

A team of 31 Fahlgren Mortine associates from across agency disciplines, including public relations, digital marketing, creative, advertising planning and buying and brand planning worked together to launch SCADpad over the course of six months.





Once Fahlgren Mortine created the brand and visual identity for SCADpad, the next challenge was to help SCAD recruit students to live in the micro-housing units. Since the community was intended to be an experiment in micro-housing, SCAD intended for students, national media members and special guests to live in SCADpad in order to test the livability of a parking deck neighborhood. In January 2014, Fahlgren Mortine launched SCADpad.com to recruit SCAD students to live in SCADpad in the spring. Within 24 hours of launching the microsite, SCADpad had gained national media attention. One problem: SCADpad wasn't built yet and the concept was still coming together. Fahlgren Mortine was challenged to keep national media interested in the story, while being careful not to disclose any inside information about the micro-housing community.

Between February and April 2014, SCAD students, faculty and alumni across 12 academic disciplines worked around the clock to concept, develop and build SCADpad. During this timeframe, Fahlgren Mortine was developing ads, planning a media launch event, pitching media to attend the launch of SCADpad, securing media members as the first residents of SCADpad and keeping SCADpad.com up-to-date and interesting with what little information was available.

The SCADpad story weaves together 12 academic degree programs and several major topics, including sustainability, adaptive reuse and the global return to cities. In the days leading up to the launch of SCADpad, Fahlgren Mortine was finalizing communication materials to accurately convey these messages to media, the public, students, stakeholders and SCAD faculty and staff.

On April 9, SCADpad was completed and national media were welcomed to the community. The first people to ever spend the night at SCADpad were national journalists. While a team from Fahlgren Mortine was on-site in Atlanta managing the media launch event, introducing journalists to the SCADpad concept and coordinating virtual interviews with members of the media covering the launch remotely, a Fahlgren Mortine team in Ohio flipped SCADpad.com from being a reactive microsite to being a content hub for media, the public and students to learn about SCADpad and to see finished photos of the community for the first time.

In the months following the launch of SCADpad, Fahlgren Mortine continued aggressive media outreach and coordinated onsite national media interviews with outlets including TODAY, The Weather Channel, TIME and CNN. SCAD students lived in SCADpad during April and May, sharing their experiences via social media. Fahlgren Mortine also highlighted each student's experience living in SCADpad on SCADpad.com through real-time social feeds. SCAD is currently in the process of evaluating SCADpad based on students and media who lived in the community to see if this is a feasible solution for urban housing challenges.

Will parking structures populated with micro-housing communities become the new norm in dense urban areas? Only time will tell.

Results

The integrated campaign has achieved the following results to date.

- *Earned media efforts:*
  - *210 local, regional, national and international placements*
  - *231.1 million readers, viewers and listeners reached (75 percent of the U.S. population)*
  - *Most viewed announcement in SCAD's history*
  - *Placements with top media outlets, including TODAY, TIME, USA Today, Yahoo!, CNN, HGTV's FrontDoor, The Guardian, ArtInfo and Dwell*
  - *Eight media members experienced living in SCADpad*
- *#SCADpad trended on Twitter for the Atlanta area during the unveiling event.*
- *This was the first SCAD initiative to be live streamed on Thread.*
  - *The post received 4,868 page views*
  - *The average time on page was 10 minutes, 21 seconds*
- *SCADpad.com had 72,128 page views during the first two weeks of launch.*
- *When compared to the twelve days prior to the unveiling, the following increases are found for SCADpad.com:*
  - *Site sessions - Up 516 percent (30,379 versus 4,928)*
  - *Site users - Up 521 percent (25,974 versus 4,168)*
  - *Pageviews - Up 943 percent (72,503 versus 6,953)*
  - *Pages per session - Up 69 percent (2.39 versus 1.41)*
- *Print and digital ads were placed to support the unveiling of SCADpad.*
  - *Total impressions = 7.1 million*
  - *Average click through rate = .17 percent (Industry average is .08 to .1 percent)*

Office of TourismOhio

The following case study not only illustrates our ability to execute fully integrated tourism programs, but it also provides an example of our experience creating large-scale private-sector partnerships with a state tourism brand. In this case, the pilot partnership leveraged a minimal TourismOhio investment to secure more than $600,000 in private-sector support from McDonald's and Coca-Cola. The pilot paved the way for growth of the partnership to include more than $900,000 in private-sector support in year two.

Click here to view a video case study.

Background

In addition to executing a robust, national-award-winning media relations program, Fahlgren Mortine supports TourismOhio in many areas including special events, partner/industry relations, social media, special projects and partnership development. Throughout the course of our work together, Fahlgren Mortine has created several partnerships between TourismOhio and prominent Ohio companies in the private sector. These include Honda of America Manufacturing, Barnes & Noble Bookstores, Ohio Art Company (parent company of the Etch-A-Sketch brand), Groupon, The Kroger Company and others.

The Challenge

Although the overall marketing program achieves growth in market share and exceeds all stated KPIs, we believe it is our responsibility to bring new ideas and potential partnerships/funding sources to the table. Having worked with McDonald's for nearly 40 years, Fahlgren Mortine knew that TourismOhio and McDonald's of Ohio were speaking to a similar audience based on demographic, psychographic and geographic data.

In 2013, we began actively shaping a mutually beneficial partnership with McDonald's restaurants of Ohio to increase the reach of the state's existing tourism marketing efforts and creatively target travelers with a value-driven message for vacationing in Ohio. Due to the overwhelming majority of Ohio travelers vacationing by car (and McDonald's primarily serving customers in the drive-thru), Fahlgren Mortine developed a pilot program designed to reach potential travelers with a first-of-its-kind promotion known as "Discover Ohio To Go." We also brought Coca-Cola to the table based on the company's close ties to McDonald's and other tourism-related businesses in our state.

Goals

The primary goals of the pilot-year program were to extend the budget and reach of TourismOhio's message via innovative private-sector partnership; drive visits to DiscoverOhioToGo.com and subsequently, DiscoverOhio.com; create a new vehicle for engaging Ohio's largest partners (Cedar Fair, State Parks, etc.); and drive social media engagement.

Program Overview

The program, which launched on April 29, 2013, encouraged consumers to visit nearly 400 Ohio McDonald's restaurants to purchase a large Coca-Cola beverage and receive a specially marked cup (six million cups were produced), redeemable for discounts at Ohio tourism attractions. The program drove consumers to a responsive, mobile-friendly website to learn more about the offers and start booking their multi-day trip.

In order to execute this idea, Fahlgren Mortine needed to conceptualize the program; develop a logo and all corresponding graphics; develop all social media, mobile and web assets; execute public relations and stakeholder outreach statewide; develop (and subsequently) sell a co-op participation model for tourism-industry partners; develop partnership agreements; design and produce campaign creative and all in-store materials; plan and execute a program launch event and news conference, manage social media promotions (including prize giveaways), and much more.

The partnership leveraged a minimal TourismOhio investment with more than $600,000 in private-sector support, including in-kind, in-store and point-of-purchase materials from McDonald's and a consumer advertising campaign covered, in large part, by Coca-Cola. Custom cups were distributed via Ohio McDonald's restaurants between April 29 and June 9. Key partners included Cedar Point and Kings Island, the state's two largest amusement parks; Hocking Hills Ziplines; and Ohio State Parks, to name a few.

Results

The program generated more than $825,000 in earned media value and reached more than 123 million consumers in its first year. Also in the first year, more than 43,000 unique visits were made to DiscoverOhioToGo.com, and TourismOhio garnered more than 1,700 social media contest entries resulting in more than 900 email leads via a Facebook referral contest in support of the promotion. After the pilot, an additional 237 restaurants asked to be included in the program, bringing the total to 611 for 2014. The second-year total of cups produced was approximately 10 million.

Key Partner Testimonials

"We are very pleased with the promotion and we would definitely be interested in partnering again next year. I think broad-based promotions are good for Ohio, as all of us have to find more ways to compete against Pure Michigan." Lee Alexakos, Vice President, Marketing, Cedar Fair

"Can we extend this promo through the summer? It's going so well, I'd like to run the option past my partners." Julieann Eckel, Owner, Hocking Hills Canopy Tours/Wild Zipline Safari

This program won Best of Show at the Cincinnati PRSA Blacksmith Awards in 2013.

Register Topper

3.1.1.2 Vendors should include actual work or links associated with the campaign, including the integrated components such as advertising, external communications, digital products, media methodology and any other relative materials associated with the efforts.

Please find work samples and links associated with the campaigns throughout the case studies in response to 3.1.1.1; 3.1.1.3 and 3.1.1.4.

3.1.1.3 Three (3) Case Study examples of website development

A. Case Studies should include the following:

1. **Marketing objective of the campaign or site;**
2. **The digital solution for achieving the objective(s);**
3. **The links to the applicable sites; and**
4. **Use of custom URLs and third - (3rd) party tags/pixels for campaign measurement**

Franklin Park Conservatory and Botanical Gardens

We chose to include the Franklin Park Conservatory and Botanical Gardens website because it shows how we solved website architecture issues for a tourism destination that needs to serve different content to two different audiences.

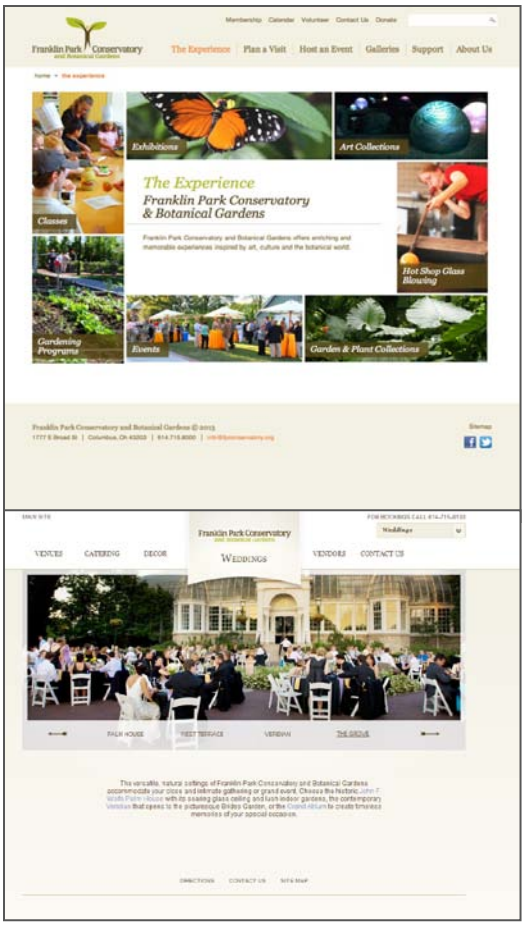
http://www.fpconservatory.org/
http://fpconservatory.org/Host-an-Event

Situation
Franklin Park Conservatory and Botanical Gardens recently underwent a complete rebranding, including logo and look-and-feel guidelines. While the website was re-skinned as a band-aid during the refresh, more extensive work was needed, given functionality demands and available capabilities. Interviews with key stakeholders revealed the need for a central calendar of events navigable by those planning a visit or attending a class as well as those looking to schedule group tours. We discovered two distinct audiences requiring different web experiences: those planning an event and general visitors.

Action
A comprehensive sitemap was created along with concepts to gain consensus on look-and-feel as well as navigation and functionality. Stakeholders provided feedback on concepts and sitemap, and both were revised until the group was in love with the direction.

The team highlighted Franklin Park Conservatory's photography and content on the backdrop of a minimalist background to create elegant visual appeal. A lighter and softer color palette was chosen so the user wouldn't be distracted. Based on the coupling of indoor and outdoor spaces for every event rental to address inclement weather, the venues were coupled on the site. Extensive information and

multiple images of each venue are just one click from the landing page.



The Conservatory was concurrently in the process of updating its campus-wide point of sale (POS) system. Included in this upgrade were event/class registration processes, as well as admission purchases and giving. We built the website to seamlessly integrate with this third-party application to provide real-time class and event signup, as well as membership and renewal integration, as identified by stakeholder interviews. The content management system allowed instant content updates; including the ability to add image galleries, pages and class/event listings from an intuitive administrative interface.

With a stand-alone Events site, The Conservatory created the ability to present to identified audiences (wedding, social and corporate) a personalized experience. Through imagery and messaging, a bride-to-be can travel venue-to-venue in a truly customized way.

Results

The many stakeholders of the Conservatory are ecstatic about the site. The director considers it to be among the top in the country. Kentico, the content management system, recognized the site as one of its monthly top-ten sites in January 2013. In addition, the site was honored with a Digital Davey Award in the website category.

The implementation of online class and program sign ups has alleviated call center staffing issues by driving existing and new traffic through the website, as well as providing 24 hour access to class/program availability.

The implementation of an event- and venue-specific contact tool (form) allows The Conservatory team to pull critical information and create package options for potential customers in a more efficient manner.

The site has provided a great opportunity to display the physical features of the property as well as a driver for class, event and program reservations.

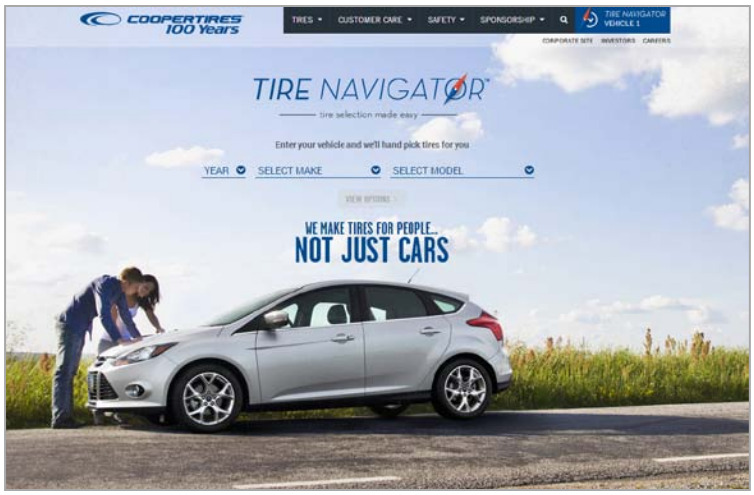
Cooper Tires

We chose to include a case study of the newly redesigned Cooper Tires website because it shows our ability to create a responsive site that stays true to the brand. Our Tire Navigator tool is a user experience tool that could have similar properties to a web tool for Nevada Tourism.

www.us.coopertire.com
Video Tour of Website

Situation

Cooper Tires was seeking to update and refresh its consumer web experience while reinforcing its brand and voice. The goal was to pair updated architecture and imagery with new, best-in-class product research and review tools; resulting in an authentic and intuitive brand experience. A key component is a customized 'concierge' approach, providing personalized product information based on preferences/page viewing history/etc. specific to the consumer's vehicle. The integration of social media and a dealer location tool into the experience was also critical.



Tires are typically not a 'want' purchase, but rather a 'need' purchase. Cooper tires are not an original equipment manufacturer, therefore a product normally found through consumer research. Because Cooper does not sell direct, consumers are oftentimes influenced by the dealer at point of sale (POS). Cooper Tire's goal was to use the web to educate the consumers and arm them with the exact information they needed to ask for and purchase tires that fit their vehicle.

Action

Using analytics and persona research, our team created the architecture and visual design layer, and developed a fully responsive web experience. Critical to the translation of the brand voice to the web experience was visual storytelling through imagery. A combination of custom and stock photography was integrated into the design to accomplish this.

As a certified Kentico partner, we recommended a continuation of this Content Management System (CMS) solution for its ability to instantly make content updates and easily manage the marketing database, along with the ability to capture, store and interact with customer data in the form of e-newsletters and automated contact form responses. In addition, we integrated various features including the 'Tire Navigator' which allows custom storage of a user's household vehicle information, an interactive dealer locator tool, videos and social media feeds.

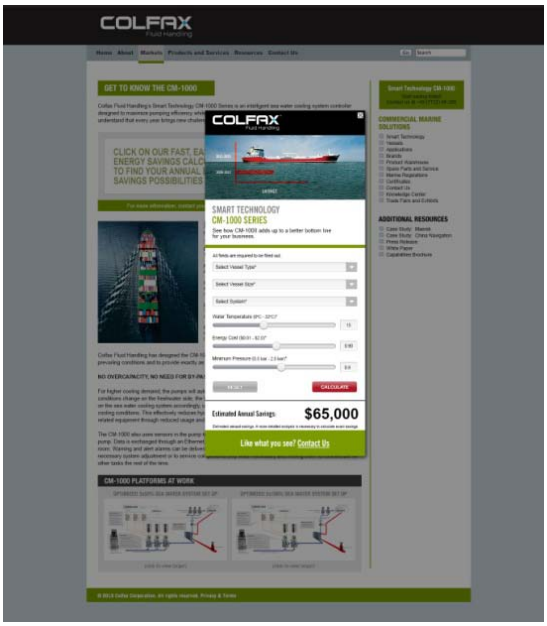
Results

Using Google Analytics and custom Event tracking, Cooper Tires is able to track product interactions as well as customized user data based on vehicle make/model/year. Additionally, social media content views and shares are also tracked through existing feeds. Since the launch of the website in December of 2013, the site has seen not only increased traffic, with nearly 50 percent more time spent onsite (session duration), an increase in pages viewed per session and a significant drop in bounce rate.

The addition of social media feeds into specific product pages has allowed for a true integration of campaigns (sweepstakes, rebates) and user-generated feedback.

With the ability to create and display such specialized content for each tire, the client has created a virtual 'microsite' within the website for their products.

Colfax Fluid Handling



App Demonstration Video

We chose to include this case study because it presents our ability to transform seemingly mundane web content into an interesting digital experience. We're excited about the opportunity to work with Nevada Tourism, and the prospect of working with content that is already interesting.

Situation

Colfax Fluid Handling, a business of Colfax Corporation (NYSE: CFX), designs, engineers, manufactures and supports fluid-handling pumps, systems and solutions for critical applications in the commercial marine, defense, oil and gas, power and industrial markets. The development of a compelling and smart technology solution, CM-1000, provided a platform for Colfax Fluid Handing to tout the company's innovation leadership and to drive sales in 2013 and beyond. First applied to the Commercial Marine market, the CM-1000 fluid handling system dramatically reduces energy costs (up to 85 percent) and decreases maintenance costs (up to 50 percent) in sea water cooling applications, delivering significant value to ship owners, operators and builders. Colfax Fluid Handling needed to launch the CM-1000 quickly and aggressively in Western Europe and Asia-Pacific to preempt competitors. Additionally, the company wanted to leverage the opportunity to make a strong connection between the Colfax Fluid Handling brand and the legacy brands of their pump product lines – Allweiler, Houttuin and Imo – in the Commercial Marine space.

Action

On the surface, there was a story about cost savings, but it wasn't getting the attention it deserved from the sales team or potential customers. So, Fahlgren Mortine worked with one of the product engineers to understand how the savings data was being generated. Once we fully understood the specifics of the data, we set out to tell the story a way that could delivery more impact and gain message retention through customization. This could only happen in the digital space as it offered unlimited possibilities for customers to input business needs into the tool and get real-world "simulated" savings results back.

To achieve this, we leveraged Google mapping data that informed global average ocean temperatures. That was the key data point that brought the savings to the tool. From there we worked with the engineers to deliver a secondary data point around the environmental impact and CO2 emissions savings as a value add. With impressive numbers starting to tell the true value of the product, we used the results of the yearly cost, energy and CO2 savings and multiplied it out over one, five and 10 years to get a complete picture of the overall savings across the lifespan of the product.

Results

The results were so favorable that the client took the application intended for trade show use only and had us develop it for the web where all of their potential customers could benefit from seeing the savings in action. Not only were we using the digital channel in new and exciting ways for the industry, but our basic calculator visualization has now been copied by competitors.

With the success of this piece behind us, we are working with the client to take the tool even further by including live shipping GPS data to calculate savings of actual vessels in real-time.

3.1.1.4 Three (3) Case Studies describing an integrated media purchase.

A. The Case Studies should include the following:

1. **The integration of traditional and digital channels;**
2. **The results of the purchase;**
3. **The tactical methodology for tracking the buys; and**
4. **Any other relevant data and outcomes pertinent to the media plan**

Panama City Beach

We have selected three case studies to illustrate our ability to execute results-driven, integrated media campaigns. The first example, Panama City Beach CVB, illustrates our ability to deliver a year-round tourism campaign that speaks to various broad and niche audiences, providing an engaging and interactive message. The campaign utilized a combination of traditional (television, radio and print) in conjunction with digital efforts (tablet, desktop, mobile, social).

Situation

Panama City Beach, Florida (PCB) is a popular summer vacation destination. However, PCB has been facing increased activity from competitive destinations vying for the same travelers. To maintain and even grow market share in the spring and summer months, PCB needed to find ways to better distinguish themselves from their competition in key fly and drive markets while also highlighting their breadth of offerings.

In addition, PCB was looking for a year-round advertising campaign that spoke to all of its various audiences. The mission was clear, the campaign needed to stand out in the travel and tourism industry and set PCB apart from other beach destinations. Lastly, the new campaign needed to align with and build on the established "Real. Fun. Beach." brand promise.

Action

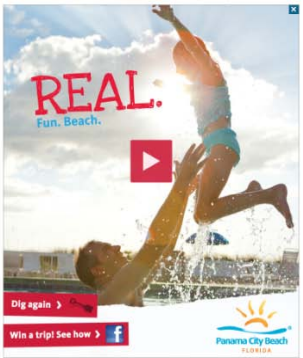
The primary marketing objectives were to position PCB as an ideal year-round beach destination while driving visitor spending during the spring and summer months and throughout 2013. A secondary marketing objective was to grow PCB's presence across all social media channels, allowing for additional opportunities to connect and engage with current and potential travelers. To complement the marketing objectives, media objectives were established based on the media channel consumers were interacting with to better align with the various consumer mindsets. The media objectives were as follows:

- ***Television/Broadcast Radio/Print: build awareness***
- ***Tablet/Desktop Banners: stimulate engagement (measured by time spent, interactions, interaction rate and Facebook likes) Examples: Build the perfect beach vacation, Bucket List and Endless Fun.***
- ***Mobile banners: build awareness (measured by impressions) and traffic to the spring sweepstakes (measured by clicks and click-thru rate)***

Built on the insight that PCB's core audiences desire a fun, authentic vacation experience where they can "be themselves," PCB and partner agency Fahlgren Mortine developed the "Real. Fun. Beach." campaign. The approach reflects the "come as you are" attitude of PCB and is an inclusive, year-round campaign that focuses on owning both the "real" and the "fun" in "Real. Fun. Beach." The campaign aims to make a PCB vacation experience feel fun, memorable, sharable, obtainable, and above all "Real."

Creative elements capture the genuine, raw emotions of people enjoying themselves and having fun through experiences at Panama City Beach. Individual elements speak to all of PCB's audiences, and showcase the diverse offerings including dining, shopping, water sports, golf, fishing and more. Using a mix of spot TV and radio, digital and print media, 100+ media partners were explored to develop the most effective media program for reaching PCB's various audiences.

Creative shows people experiencing and enjoying the breadth of activities and attractions available in PCB. Research found that the best way to help educate consumers on vacation destination offerings is to show them. Therefore, broadcast and digital video was a huge component of the campaign which allowed potential visitors to place themselves and their families directly in the destination. To help truly differentiate and breakthrough, a custom music track for the digital video and TV spot was created. The track personifies PCB's laid back attitude and is distinctly PCB. The response to the music has been overwhelmingly positive to the point where fans of PCB have requested the cut.



Media Strategy

PCB conducted research on its current and target visitors by season, and identified families with children as the primary spring and summer audiences. Women were found to be the key decision makers for travel, narrowing the campaign focus to moms. These moms seek out active vacations with plenty for their family to do, truly enjoy the planning process, use technology to help keep everything organized, and frequent social networks to find information, stay connected and seek deals. The secondary spring and summer audience was identified as couples without children, still with a focus on women.

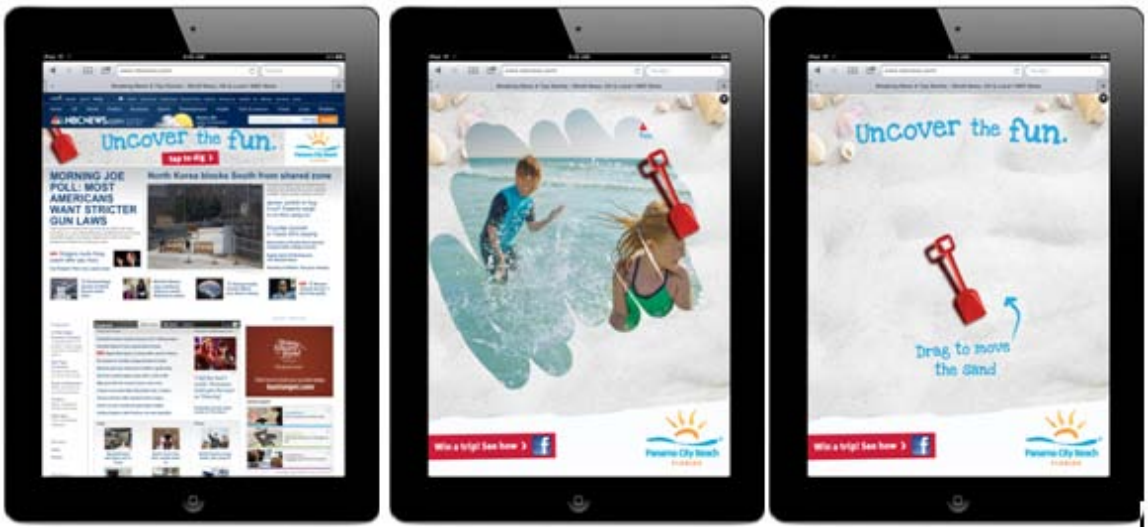
Geographically the focus was on the core states of Georgia, Alabama, Texas and Tennessee; as well as the individual markets of Baltimore/DC, Indianapolis, NYC, Chicago and St. Louis.

Results

From January 1 – July 31, the "Real. Fun. Beach." campaign achieved a high level of awareness. It delivered 70,844,453 digital media impressions and 127,581,298 traditional media impressions that included print, broadcast radio and broadcast television advertisements.

In addition to high awareness levels, PCB has also seen a positive reaction to the campaign through interest level in the destination and visitation numbers. Through the end of July, 28,653 visits were made to the Visitor Center in Panama City Beach, Florida; 47,194 Reader Service Forms were filled out requesting more information; and website traffic was up 4% from the previous year.

The spring and summer digital campaigns, which ran April 1 – July 31, performed well above the travel and tourism benchmarks on a consistent basis. They averaged a click thru rate of .36 percent (260 percent above benchmark), an average time spent of 30.15 seconds (230 percent above benchmark), and an interaction rate of 8.185 percent (168 percent above benchmark).



West Virginia Youth Tobacco Prevention

We chose to include the following case study because it illustrates our ability to plan and execute a completely integrated campaign, while surrounding a specific audience in the environments where they are spending their time. In addition, this showcases our approach to ensuring the messaging is customized and specific to the audience and environment.

RAZE
tear down tobacco lies.

Situation

Fahlgren Mortine began working with the West Virginia Youth Tobacco Prevention program in November 2012. The overall goal of the program is to "prevent West Virginia's youth from using tobacco products, even trying them, and to assist the youth who are using tobacco products in reducing the amount they use or quitting." The program's statewide initiative is known as "Raze," which is a teen-led movement that works to provide the facts about tobacco.

Raze faced several challenges, including pervasive tobacco use in West Virginia and deep-rooted cultural ties to tobacco. Additionally, Raze had become a tired, straight-laced, uncool group, and membership numbers had been steady or decreasing for several years. They also had the same challenges that are prevalent among many government agencies, including lengthy approval processes.

Action

Raze asked for Fahlgren Mortine's help to develop an integrated campaign that could translate across all media (traditional and non-traditional), on the program's website and throughout their events. To develop an informed campaign with strategic recommendations, Fahlgren Mortine conducted research among West Virginia's youth during March and April 2013. The objective was to develop an understanding of what it's like to be a teenager in West Virginia and the role of tobacco in this population's lives. Qualitative research was conducted among West Virginia adolescents between the ages of 12 and 17. Primary research was conducted as a two-phased approach: via interviews through an online platform and face-to-face through in-home interviews.

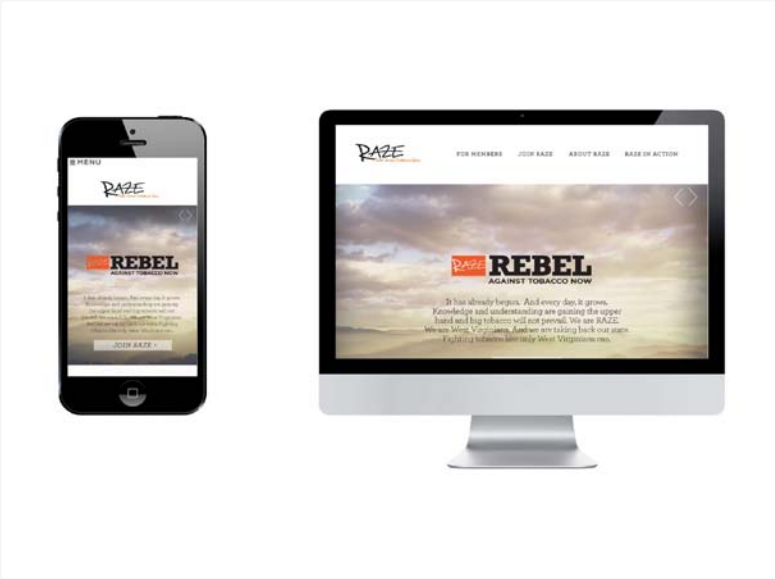
The qualitative research uncovered rich insights that helped inform a strategic approach to the integrated campaign. Overall, teens' natural reaction to tobacco is that it's gross and bad for their health, yet this information is often trumped by social pressures and a desire to try new things. It's important to engage teens to learn for themselves, while supporting a belief that it's acceptable to do their own thing.

Ultimately, Fahlgren Mortine developed a strategy surrounding the single most important message: REBELLION IS HEALTHY.

Based on the strategy uncovered through research, Fahlgren Mortine developed an integrated campaign that includes traditional and non-traditional elements. The campaign also translates across the program's website and annual tobacco events. The overarching concept is as follows: "Raze is inviting teens to be part of more than just a school club. It's inviting them to join a lifestyle – one that rebels against the casual use of tobacco that's so prevalent in West Virginia. This campaign harnesses that uniquely West Virginia spirit. Big Tobacco has taken over our state. And now is our time to take it back. We can be the generation of young West Virginians that create a serious rebellion against Big Tobacco and make real change. Mountaineers are always free. Let's make ourselves free of tobacco."

Community management and organization is vital for a youth-based campaign such as Raze, and the existing tools did not meet the vast needs. Fahlgren Mortine took the time to look at the day-to-day process of managing a network of teens, from registration, to event planning, to incentives, as well as tracking and metrics. We architected a completely new, custom system for administrators, adult advisors, and teens to organize, communicate, and get their message out. Through an iterative process, we collected feedback from users and molded a friendly, flexible interface for an audience with a spectrum of technical experience, that also keeps maintenance and manual labor to an absolute minimum.

The system is a modular platform that allows for efficient addition of new functionality that enhances the feature-set that already includes management for 1000+ users, email and SMS notifications, profiles, and responsive design.



Media Strategy

The overarching strategy for paid media placement was to reach teens across a variety of screens in places where they are spending significant amounts of time and are extremely engaged. To do this, Fahlgren Mortine incorporated select cable television networks, such as Comedy Central and ABC Family, to ensure reach to teens across the entire state of West Virginia. The television campaign is extended with online audio on Pandora (ex. Cigarette, Snuff) and online video on YouTube to reach teens outside of their homes. Ads on gaming sites like Pogo.com, within EA gaming apps, and even integrated within EA console games ensure the message is integrated into an environment teens are heavily engaged with on a regular basis. Finally, high-impact mobile ads ran across iPhone, Android and iPod Touch devices with interactive ads placed within mobile websites and popular apps.

Results

The campaign has seen strong initial success. Through strong agency/client collaboration the campaign approvals happened in time for the campaign to start in conjunction with the beginning of the school year when teens are looking for new activities to become involved with. It has received overwhelmingly positive response from Raze members and has resulted in a 10 percent increase in the number of Raze crews throughout West Virginia.

This campaign included digital gaming and Pandora ads, reaching teens throughout their day

Click here to view

Donate Life Ohio

The following case study provides an example of our experience using an advertising effort to drive to a very specific call-to-action with the ability to monitor, manage and optimize based on results. In addition, this case study represents an effort that was exclusively promoted through traditional broadcast media when Fahlgren Mortine began the relationship. We worked tirelessly with the client to make the effort integrated across mediums relevant to their key audiences.

Situation

Approximately 200 Ohioans die each year when a match for a life-saving organ transplant cannot be found in time. Donate Life Ohio, the coalition of the state's organ, eye and tissue recovery agencies, educates Ohioans about the need for organ and tissue donation, and motivates them to join the Ohio Donor Registry.

Action

In 2010, research showed that while the majority of Ohioans supported organ, eye and tissue donation, just over half were registered as donors. Fahlgren Mortine and Donate Life Ohio reviewed Ohio Donor Registry data to assess which populations lagged in registration rates. Rather than targeting "low hanging fruit"—population groups likely to register—as past programs had done, the team sought out populations with low registration rates with potential for conversion. They honed in on two key audiences and corresponding challenges: low-income individuals and Ohioans over age 45. Registry data showed that low-income ZIP codes in Ohio consistently demonstrated lower registration rates than higher income geographies. In the experience of community education ambassadors, these individuals often lacked experience with and/or trust in the medical system and were therefore more likely to be influenced by myths about organ donation. Data also showed that Registry opt-outs grew as licencees aged. Older Ohioans often stated to the ambassadors and BMV representatives that they opt-out because they believe their age or a pre-existing condition (heart disease, diabetes) made them ineligible to donate.

Media Strategy

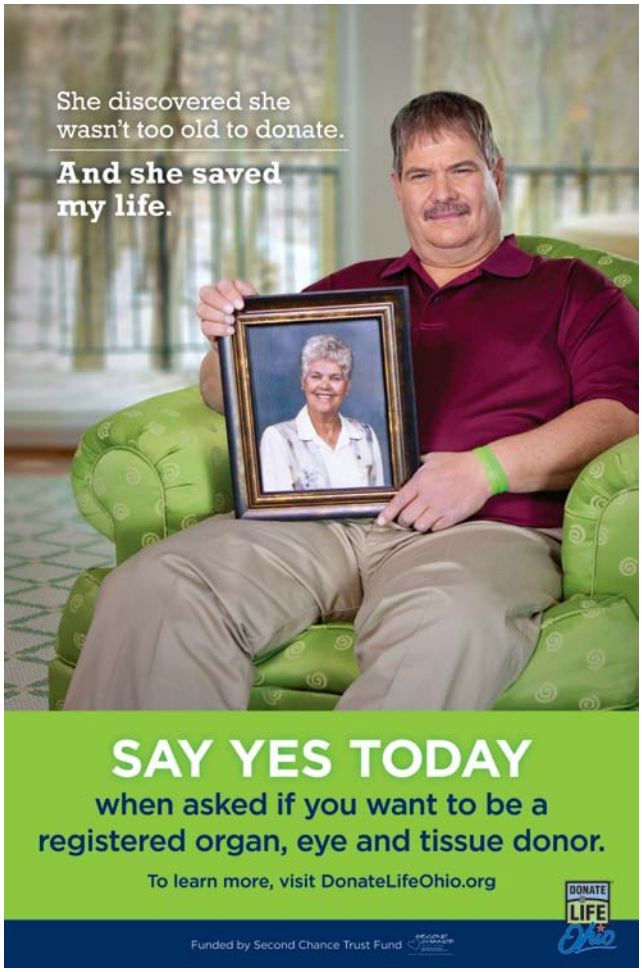
The Fahlgren Mortine team refined Donate Life Ohio's Green Chair campaign, which uses a green armchair to represent the donation community, particularly those who have died waiting for a transplant. It uses the rally cry "Don't Let Another Chair Go Empty!" to implore Ohioans to register as donors. Fahlgren Mortine sharpened the message to focus on donation myths, particularly those most prominent among the low-income and older demographics. The team also targeted media channels used most by the low registration groups and extended the previously TV advertising-only campaign

to include convenience store posters, online rich media, Facebook advertising, events, corporate partnerships, social media content, a Facebook app and page tabs, blogger relations and collateral for BMV locations.

Results

The integrated campaign generated more than 189.8 million impressions. In 2012, 267,280 new donors joined the Ohio Donor Registry, which was 107 percent of the annual goal. The campaign has earned honors from PR News' Nonprofit PR Awards, the PRWeek Awards, PR News' Digital PR Awards, Marketing Healthcare Today's ASTER Awards, The Healthcare Marketing Report's Healthcare Advertising Awards, the Central Ohio PRism Awards (Non-Profit Best of Show), and also recently received a Pinnacle Award from Donate Life America, recognizing it as the most outstanding media campaign sponsored by a Donate Life organization nationwide in 2012.

Television spots featured organ donor recipients with pictures of their organ donor, tackling popular organ donation myths directly.

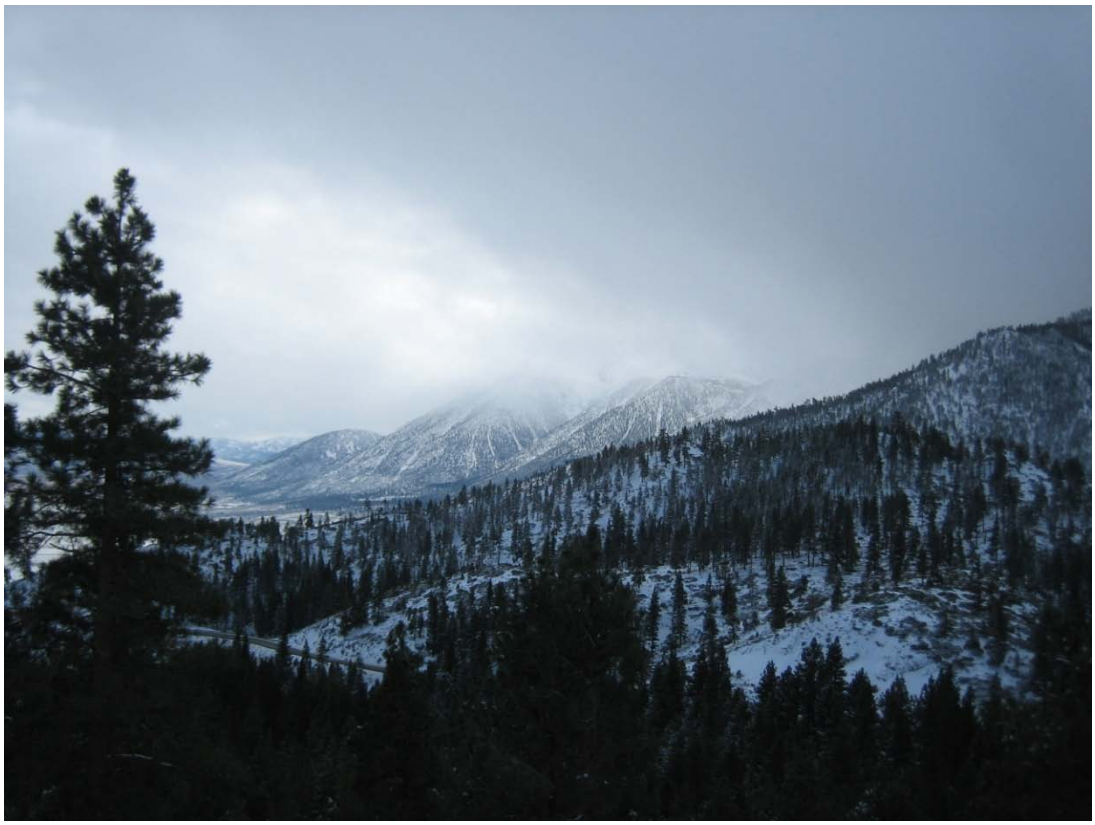


3.1.1.5 Current and past client references (*refer to Attachment F – Reference Questionnaire*).

Fahlgren Mortine requested current and previous clients to submit Attachment F as directed in this RFP. We wish to include all references that responded on our behalf for RFP 2081 for this opportunity, RFP 2084. For more information about our references, please see our response to 4.3.2.

3.1.1.6 Proposed staffing plan and staff resumes (*refer to Attachment G – Proposed Staff Resume*).

We have included our proposed staffing plan and all corresponding resumes in Attachment G – Tab VIII. Please find bios of your proposed team under Tab IX.



3.1.2 STRATEGIC APPROACH

3.1.2.1 Contracted vendor(s) must provide a detailed strategic approach to accomplishing the program as provided in Section 3.1 Scope of Work and Deliverables;

On the following pages, we have addressed various facets of our overall, strategic approach.

At a high level, we believe that three types of content must exist – and be working together – in any effective destination marketing program. Hygiene content represents the always-on, pull content (website, visitor guide, etc.) designed to inform visitors when needs arrive. Hub content represents push content served to various audiences at a given time (media plan/campaign, social media content, etc.). Hero content represents the go-big moments (powerful brand creative, immersive events, etc.).

Our strategic approach represents a plan for not only enhancing the effectiveness of Nevada's program in all three of these areas, but also for changing the mix to include more hero content that lifts the brand, with more powerful creative and mediagenic events; as well as more hub content, with a smarter, more nimble approach to media planning/buying.

You will also see a focus on technology and CRM as the "connective tissue" in our approach. Understanding that consumers move through stages (illustrated below), our program must provide content and serve the needs of potential travelers in each of these stages. More importantly, our program is designed to move the same consumer through the stages – tracking them at various touchpoints and maintaining an ongoing dialogue to create influential ambassadors.

While there is more we would like to understand about the specific details of the Nevada Tourism program, there are some tenets of the program and our strategic approach that we already know:

- ***We will fully embrace new technologies to address changing consumer behaviors, including changes in booking windows and planning tools.***
- ***We will focus on vehicles that allow for customization and personalization.***
- ***We will rely heavily on the power of social media to empower and encourage influencers to share Nevada content.***
- ***We will transition the campaign from heavy seasonal campaigns (Spring/Summer;***

Fall/Winter) to a more year-round approach focusing on key events.

- *We will be quick, nimble and tenacious in our execution, understanding that slow and steady no longer wins the race.*
- *That said, we will rely on technologies that allow us to make agile adjustments, including internet, mobile web, email, video and social media.*
- *We will focus on visual content that inspires dreaming and appeals to the millennial/Gen X traveler.*
- *We will utilize and react to research including new metrics and data provided by TNS.*
- *We will embrace and improve partnerships – both with industry partners and private-sector companies.*

3.1.2.2 If the vendor(s) are responding as a single, integrated firm, the vendor must provide examples of full-scale integration for other clients; and

We are responding as a single, integrated firm. Please find examples of full-scale integration in response to 3.1.1.1 and under Tab IX.

3.1.2.3 If the vendor is submitting as a program-area expert, examples of how the vendor has developed successful programs within a similar multi-agency, brand integration environment is imperative.

Though we are submitting as an integrated firm, we are an agency with capabilities that span the entire paid, earned, owned and shared media spectrum, and are flexible in our engagement with clients and find ourselves partnering with other agencies on behalf of some clients.

3.1.3 CREATIVE

3.1.3.1 Vendors must provide creative executions for other similar programs within the case studies requirement in *Section 3.1.1*; and

Please find samples of creative executions in response to 3.1.1.

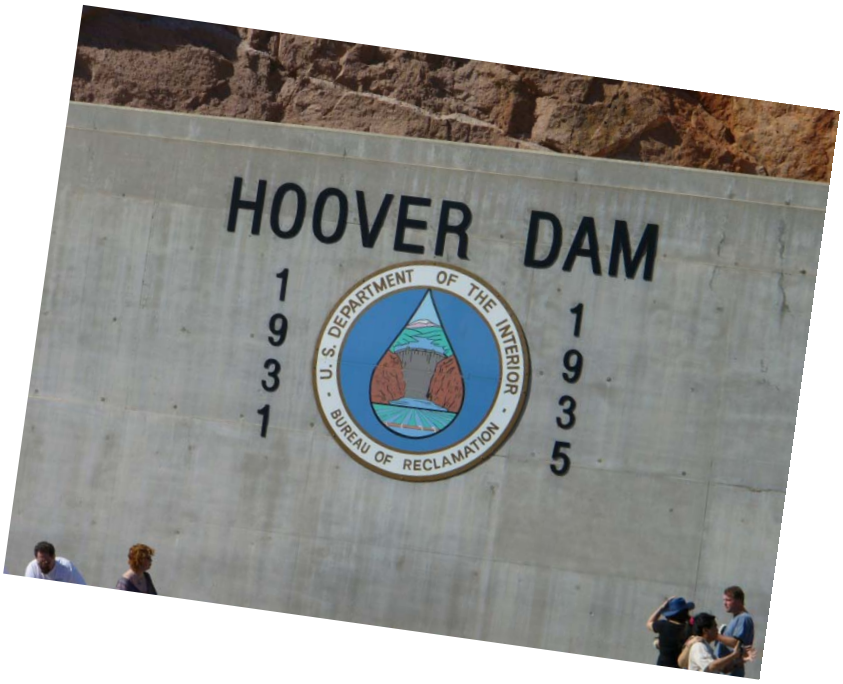
3.1.3.2 Vendors do not need to provide creative for the Division of Tourism campaign, however; the vendors invited to provide an in-person oral presentation will be tasked with a creative challenge that will require on-the-spot ideation.

We look forward to the opportunity for an in-person oral presentation and on-the-spot ideation.

3.1.4 STATE-REQUIRED DOCUMENTATION

Vendors must carefully review the entire RFP to ensure all required documentation is provided with the proposal.

Please find the majority of required documentation under Tab IV – State Documents. Other required documentation is available in the section indicated in the RFP.



3.2 PROGRAM SCOPE OF WORK

The following Program Scope of Work is based on achieving the goals of the Division in identifying deliverables for various programs. The Division will work with the contracted vendor(s) to identify the most effective mix for these campaigns.

3.2.1 PROGRAM DELIVERABLES

3.2.1.1 External Communications/PR

As a key strategic driver for this account, the external communications team will drive the overall public outreach strategy and provide the key day-to-day contact with the Division of Tourism.

We commend your decision to focus on public relations as a key strategic driver for your program. Without compelling messaging, multi-platform storytelling and our ability to cultivate "influence," our program will not succeed.

Through a carefully designed plan, our program will address all key stakeholders – from potential travelers to in-state legislators to industry partners and media – on the appeal and importance of Nevada tourism.

Objectives

1. Ensure consistent and compelling overarching messages and specific messaging for each target audience;

Before any outreach begins, we will work closely with you to confirm target audiences and understand as much as possible about what motivates and influences their behavior. We'll then develop a message matrix that identifies high-level and supporting points for each group. Just as a brand promise guides program focus, these core messages will help guide our efforts in media relations, social media activity, media connections strategies, content generation and more.

2. Ensure that all public relations efforts seamlessly align and integrate with overall marketing strategy;

Our execution is only as good as the plan we set forth, so we are adamant about following a detailed strategic plan as well as a marketing plan with specific KPIs. Once our direction and goals are clear, it becomes far easier to ensure that all efforts remain integrated and on point. We understand that marketing infrastructure and message delivery are just as important as good content itself, so we will work with you to ensure each communications platform/vehicle is fully and creatively optimized as part of our plan.

3. Generate significant coverage in traditional and digital outlets, ensuring appropriate message inclusion (measures to be determined);

Our team has developed a deep rapport with key media contacts based on years of phone conversations, email check-ins, and face-to-face meetings during media missions and press trips. Beyond knowing which media contact might be a good fit for a particular story, we're often contacted directly by reporters as they are researching stories – the ultimate sign of trust between agencies and media gatekeepers.

Just as important as the things we know about Nevada's unique and diverse product offering, we also have important knowledge of and relationships with key media contacts and outlets. Our knowledge of their needs and interests will help propel our public relations program to the next level.

Below are just a few of the things we know about key media gatekeepers:

- *Mustang Monument has gotten some attention from USA Today's Jayne Clark recently for its lavish and unique offerings, but we haven't seen much spotlight on some of the other high-end (but more affordably realistic) properties like A Cowboy's Dream. We think Peter Greenberg, a frequent CBS News contributor might be interested in doing a "this or that"- type story showing what travelers can get for their money outside of the big cities. And the Frias family's rags-to-riches story just makes the angle more engaging.*

- *We know that Charlotte Meryman, the elusive FamilyFun travel editor you won't find in media database listings, is continually searching for good ideas for the magazine's three-day adventure trek features. We would love to tell Charlotte about fossil digging at Ichthyosaur State Park, hopping on the Virginia & Truckee Railroad, and participating in a real-life Pow-Wow at the Nevada State Museum – and work with her freelancer network to make this Nevada story a reality.*

- *What's more attention grabbing than the Rocky Mountain Oyster Fry? We know freelancer Jesse Will contributes to outlets like Maxim and Men's Journal, and he would get a kick out of this tongue-in-cheek event. If we can lure him for a visit out west, we'd suggest he check out some of the other man-centric things to do in Virginia City, like the mine tours and the historic saloons.*

- *We know Budget Travel covered the launch of TravelNevada.com in 2013, and they're all over the Vegas scene, but it's been a while since the outlet gave some love to the lesser-known side of Nevada. We would love to pitch a Great Getaways piece to our friend Kaeli Conforti focusing on just that. The tiny town of Genoa's proximity to Lake Tahoe, along with affordable lodging at places like the Wild Rose Inn and nostalgic events like the Candy Dance Arts and Crafts Faire, could be a good fit.*

- *We know that the writers at The Active Times are all about fun and visually stunning roundups that showcase healthy lifestyles, which is a perfect fit for Nevada's rugged, outdoor offerings. Writer Diana Gerstacker, who's just a year out of college, is a sucker for adventure travel and especially hiking. We think she would like to learn more about spots like the Ruby Mountains for a roundup of the most remote climbing quests, and maybe even experience it herself.*

- *Trailer Life is a pretty niche magazine, but it's exactly what you need to get in front of RV enthusiasts, a group just waiting for its next trip idea. We would love to tell our contact Kathy Cabrera about the "Loneliest Road in America" and all of the cool spots for nomad travelers along the way. Milkshakes at Toiyabe Café and a stop at the Eureka Opera House would be at the top of the list.*

Creative thinking such as the ideas above has helped us secure excellent placements on behalf of other travel and tourism clients. Please find a few samples under Tab IX.

And while relationships are certainly the cornerstone of media relations, we recognize that media rosters change constantly and we cannot rely on our connections alone. This is why we have perfected the art of knowing a good story when we see it, and finding the right angle to tell it. In the media relations world, those are the skills that help forge new relationships.

Our approach to delivering extensive, on-message coverage depends upon:

- *The combination of thinking like a reporter and incorporating our own love of travel. We're able to spot a good story and package the visuals and sources that help support it, but it's really our storytelling ability that brings an opportunity to fruition. We put ourselves in the shoes of the visitor to share authentic and engaging experiences.*
- *A fearless approach, meaning that when we see an opportunity for coverage, we go for it. We figure out the angle, the pieces and parts, and we run. The world of media relations is fast paced and nimble, and we have a proven record of keeping up.*
- *The relationships we're able to make with partners throughout the industry, regardless of geography or size. Regular communication with these partners is critical to learning what trends are emerging; collaborating on new programs and initiatives; and sharing ideas on strategies, promotions and events.*

4. Educate all key stakeholder groups on the value of tourism;

Through a carefully designed plan, our program will address all key stakeholders – from potential travelers to in-state legislators to industry partners and media – on the importance and relevance of tourism.

Because support from policymakers is critical to the ongoing success of tourism promotion, the program will include initiatives to educate legislators and other elected officials about the industry's

positive economic benefits, including job creation, tax revenue generated and more. This outreach may include printed materials, educational events during National Tourism Week and other tactics.

To aid in this effort, we would create a regular topical advisory document to educate key stakeholders on the value of the Nevada Commission on Tourism campaign. The document would include infographic data behind the economic impact of tourism on the state, key trends and marketing initiatives and how they impact Nevada tourism.

As part of an in-state media relations program, the agency will also develop a series of op-eds for the Reno Gazette-Journal and Las Vegas Review Journal. The Reno Gazette-Journal has a number of regular contributors including Chris Baum of the Reno-Sparks Convention and Visitors Authority and Mike Kazmierski of the Economic Development Authority of Western Nevada. We plan to secure one of these regular op-ed spots for the Nevada Commission on Tourism and Claudia Vecchio, so that Nevada Tourism has a regular presence in the state's newspapers and an opportunity to broadcast its message firsthand, to Nevada business owners and key stakeholders.

In addition to media relations and promotion, we will work to support enhanced relationships and communication with your statewide industry partners. This will not only provide more opportunities for partners to promote their attractions/properties, it will help strengthen their confidence in Nevada Division of Tourism's marketing expertise.

5. Provide a resource for the Nevada tourism industry for learning how to maximize public relations in their marketing mix; and

Every six months, the agency will meet with rural partners in their specific territories and spend a day in each territory, becoming familiar with their characteristics, personalities and unique tourism draws of the diverse regions of the state.

Our team will create a virtual "Nevada Tourism University" by developing a series of webinar-based social media, content marketing and digital marketing classes. The university would educate rural partners on marketing tactics and the ongoing state marketing and media relations support available to them. The university would focus on making rural partners better marketers as well as connecting them to the tools, tactics and support available to them through state partners. At the end of the program, partners would receive a certificate as recognition of the successful completion of the program. We may also consider recognizing "graduates" at the Governor's Conference and/or Rural Roundup.

6. Enhance the overall reputation of the State of Nevada.

Whether it is human-powered sports, a hot springs adventure or a back roads trip to the most remote parts of the state, our expertise in Nevada's recreation and tourism potential is built on first-hand experience. We know that the best stories in Nevada are the ones that are off the beaten path. The only way to truly pitch the State of Nevada is to truly understand every nook and cranny of the state. Our in-state partner and their on-the-ground-team already spends weekends exploring the back roads of Nevada and visiting destinations like the geothermal cauldron at Diana's Punchbowl or the ghost town ruins at Belmont. The team also recreates across the state, including swimming hole trips to the deep creeks of the Gold Creek area.

The combined team will enhance the reputation of the state by telling the story of the little-known recreation and travel destinations across the State of Nevada, many of which are within an easy day's drive from the state's most visited cities, Las Vegas and Reno.

Our partner, The Abbi Agency, has extensive experience promoting various tourism initiatives in Northern Nevada, including generating international press for North Lake Tahoe, and consistently generating top-tier national press for Reno and the City of Fallon (see examples in Tab IX). The Abbi Agency's experience highlighting the business community, ongoing economic development and culture of Reno in publications like the New York Times is an example of the widespread positive impact national press can have on a region's national reputation. We also intend to pay close attention to accolades and influential lists – for example, "Top 10 Bucket-List Road Trips."

Our goal will be to create an award-winning program based on measured results that translate to real, tangible impact for Nevada tourism – and we won't settle for anything less.

B. Activities and Deliverables
The contracted vendor(s) will provide a strategic direction and program execution for the Division of Tourism within the areas of:

1. Strategic Planning – Play a lead role in the overall strategic direction of the integrated marketing program and develop the external communications portion of the plan.

We believe that a public relations-driven program is appropriate for Nevada tourism, and our team expects to be in a lead role throughout the planning process. From brand evolution to determining the paid/earned/owned mix to developing key messages and tactical execution of all external communications – our leadership will be bold and focused.

2. Communications Strategy – Develop a dynamic, overarching communications strategy that details how all marketing components integrate with one another to effectively propel the marketing efforts over the course of contract period.

As part of our strategic planning, we will develop a communications strategy that defines and directs the interplay among all marketing components. All strategies and plans will be designed to ensure complete transparency in marketing strategy, and to drive alignment across all platforms.

3. Consumer Media Relations

a. Generate significant media coverage in domestic consumer and trade traditional and digital media outlets;

Similar to creating a message matrix to guide media relations outreach, it's important to identify the appropriate types of media to help tell Nevada's tourism story. We think the following categories should be priorities:

Mainstream National and Feeder Market Travel/Lifestyle Media

- ***National consumer media ranging from print and online to TV and radio. While these outlets aren't geographically targeted, they provide highly visible and valuable coverage to build overall brand awareness and reputation. Online media, in particular, is becoming more and more important because of its image-driven and highly shareable nature. We will focus on reach and readership, ensuring that we are targeting travelers who see themselves as participants rather than spectators (adventurers, back roaders, mavericks, explorers, freedom-seekers).***
- ***Feeder markets are vital targets because these audiences are within driving or convenient flight distances, and they are most likely to travel to Nevada for a leisure trip. Understanding that these may vary by season, key markets include Nevada (in-state), Los Angeles, San Francisco, Sacramento-Stockton-Modesto, Salt Lake City, Phoenix, Boise, Las Vegas and Reno. (Secondary: San Diego, Chicago, Dallas, Houston, Fresno, New York City).***

Niche/Special-Interest Media

- ***Nevada's quirky options and rugged terrain are perfect for niche audiences, which tend to be more resilient to economic pressures than the general travel sector. These travelers are also more likely to spend multiple days and more money than traditional leisure travelers. This is why contact with core segments like active/adventure, arts/culture, gear-heads, history, LGBT, medical tourism, weddings, outdoor and RV is a must.***

Travel Trade Media

- ***While consumer media drives the majority of visitation, the trade audience should not be ignored. Group tour and travel agent media have a direct line to intentional travelers and planners with funds to spend. Meetings and groups media provide similar access to planners continually seeking new and different locations. And the general trade audience offers an avenue for destinations to share updates and successes, which can be a valuable tool for attracting additional partners.***

b. Develop and host in-market press trips;

- *We recommend hosting at least two small (six to eight attendees) press tours per year focused on unique themes. Possible examples may include Culinary Gems: Eat Where the Locals Eat; Far from Lonely – Great Roadtrips; Backroads and Byways; Nevada's Cowboy Getaway; Hot Springs and Other Things; Unplugged Adventure; Only in Nevada; Adrenaline Seekers; Legends of Nevada's Ghost Towns; Railroading Road Trip.*
- *Individual – We recommend following the industry trend and developing a "freestyle" (design-your-own-itinerary) menu of experiences to encourage individual media visits for qualified writers on assignment. We will work with you to guide media to the best and most appropriate spots, but ultimately give them the freedom to explore and experience the destination – which often leads to the best stories.*

c. Develop and host media missions (including partners) in key markets; and

- *New York Media Tour – We maintain active relationships with media based in New York and other media-rich markets. We have a proven track record of using desk-side media tours in national markets to educate key national media contacts and enhance/support vital media relationships – with the ultimate goal of securing media coverage. In fact, we regularly conduct national media missions on behalf of several tourism clients (including state entities), all of which have included the inclusion of industry partners. In addition to these desk-side tours, we regularly host culinary classes/demos, private dinners and trade-show-style partner events.*
- *Regional Media Blitzes – Key feeder markets provide access to realistic visitors. Selecting key dates to host missions within key feeder markets aggressively targets and focuses media outreach.*

d. Create and host mediagenic consumer events that position Nevada within key feeder markets;

Our agency is no stranger to executing creative events that lead to publicity opportunities. From creating a massive Mount Rushmore-like sandcastle to showcase a presidential debate in Myrtle Beach, S.C.; to building the world's largest shower for Pert Plus; or commissioning a 100-pound fudge sculpture for Eagle Family Foods, our past efforts have been both attention-grabbing and tenacious. While these efforts are often whimsical, we know that they must be strategically designed to meet focused objectives. Whatever we do, we will focus on bringing the Nevada brand experience to life in a creative and authentic way – not simply executing a stunt.

4. Trade Media Relations – Generate travel and business stories in travel trade outlets that showcase Nevada to tour operators, travel agents, and the general travel and tourism industry.

Travel trade media outreach is an important piece of the overall earned media effort, as it provides access to key agent/planner audiences which fuel visitation and industry reputation. We will review editorial calendars and develop continual pitch angles specific to these targets, and also incorporate trade media into media missions and FAM trips as relevant.

5. Social Media

a. Develop a social media strategy that incorporates the most appropriate channels and provides insights that help NDTCA maximize each channel. Strategy must integrate paid, owned and earned media to fullest extent; and

We understand that social strategy should not exist in a silo. The cornerstone of the agency's strategy will be harnessing the power of user-generated content and social ambassadors to tell the authentic Nevada story through the residents, visitors and travelers who explore the state. By leveraging our close relationships doing media relations with social software companies such as Offerpop and ShortStack, we will employ deep industry knowledge of the mechanics of the rapidly evolving world of social media to develop digital marketing ideas and concepts that are relevant to today's traveler.

We will also conduct a channel audit and develop a channel plan including specific KPIs by platform. Travel and tourism is the best-positioned vertical for social media – one of a very few categories that never lacks for content. The power of visual storytelling is the most influential way to tell the story of Nevada tourism, whether it is sandboarding at Sand Mountain, opal mining in the Black Rock Desert, crystal hunting in Austin or bird watching at the Stillwater National Wildlife Refuge. We will leverage the photos and videos of travelers and visitors to tell the story of Nevada through powerful and authentic visuals on social media.

We believe in the power of visual marketing and the effectiveness of under-leveraged tools like YouTube in combination with paid media Google AdWords. When the power of visual social content is paired with a strategic and measurable paid strategy, visual social content can reach a broad but targeted demographic and generate extraordinary ROI.

The collection and use of data, both social and from owned properties like websites, is also an effective tool for learning important insights about Nevada visitors and potential visitors, and creating closed-looped marketing campaigns that deliver on their promises. Data is a measurable and effective way to guide social campaigns and paid social promotions to deliver the appropriate messages through the appropriate social channels.

Through effective social software platforms, visual content marketing, the strategic use of data and targeted social advertising, we plan to connect, engage and convert the social traveler to become both a Nevada visitor and a brand ambassador.

b. Drive the conversation about Nevada travel through ongoing, dynamic activity on social media channels.

Social media efforts will focus on both branded content and contests, as well as the user-generated content generated from those contests. Nevada Tourism's social media efforts will also highlight the state's press coverage and tourism news. A particular emphasis will be placed on visual content, including photos and video.

6. Stakeholder Communications/Public Affairs – Develop and administer materials and programs that reach the Division of Tourism's key stakeholders.

We will set up regular meetings with stakeholders in rural communities across Nevada. These regular visits will help the agency establish ongoing relationships with key influencers in Carson City and across the state.

The agency will also set up regular meetings and presentations with influential organizations like the Reno-Tahoe Young Professionals Network, Chambers of Commerce across Nevada, Rotary clubs, the Nevada chapters of the Public Relations Society of America, Nevada chapters of the American Advertising Federation, and Nevada chapters of the American Marketing Association. These meetings will educate business owners, marketing officials and partners on the state's advertising, marketing and social media campaigns and solicit involvement and support of the Nevada Commission on Tourism's efforts.

a. Nevada Tourism Industry – Ongoing digital communications to statewide partners regarding the Division of Tourism's programming and partner opportunities;

We will create a streamlined digital communications plan for marketing officials to communicate with the rural partners. We will create a monthly industry trends e-blast that pulls the best industry trends and tips from industry newsletters like Skift, iMediaConnection and PRSA national. After the newsletter goes out, we may wish to consider a monthly one-hour call where stakeholders can ask questions about trends in traditional and digital media, current Nevada Tourism marketing efforts and upcoming Department advertising, media relations and social media campaigns.

b. Elected Officials – Legislative session planning ongoing communications outlining the value/ROI of the Division of Tourism's programs; and

Communicating the success of a campaign to elected officials is a vital part of the role of the agency, especially considering the rapid evolution of digital media.

In addition to Nevada's TNS Measurement Studies, we will develop a proprietary "share of voice" reporting standard that includes reach, frequency and message – pull metrics and reports it in a visual and easily digestible report. The report will benchmark Nevada's media coverage and social media success against other regional competitors and showcases the influence of digital tactics, social campaigns and advertising efforts.

The report is essential to educating legislators and elected officials on the value and ROI of new digital media strategies. The report could also include:

- *Publicity value – used to illustrate return on financial investment*
- *Media coverage – both quantitative and qualitative analysis*
- *Media quotes noted that support brand objectives*
- *Online engagement by media through blog postings, Facebook, Twitter and other social media mentions as supported by the branding messages*

- *Program highlights*
- *Number of earned media clips and total impressions*
- *Increase in traffic to website*
- *Illustration of economic impact*

In order to assist with measurement, we may request benchmarking data or research to ensure that we are demonstrating progress. Some suggestions include:

- *Creating an online, virtual clipbook that is updated on a monthly basis for the length of the contract. We work with issuu.com to create a clipbook which looks like an online magazine.*
- *Develop a rating tool to help the stakeholders to understand the quality of media placement or story.*
- *"Champagne Goals" can be identified in the beginning of the planning process. These typically are big "stretch" goals e.g. feature stories, placements in specific outlets, etc.*

c. Industry Influencers – Frequent communications with influencers at national travel and marketing organizations showcasing the Division of Tourism's programs and accomplishments, and trade media and influencers.

As part of our communications plan, we will include periodic updates to key industry organizations including U.S. Travel Association, Brand USA, DMAI, SATW and others. This includes participation in award programs, industry forums, attendance at key conferences, and informal updates with industry colleagues.

We will also ensure that key trade media are regularly informed of program accomplishments, successes, innovative campaigns and progress. Beyond traditional trade media, we will forge relationships with key influencers (for example, SKIFT, ADWEEK Bloggers, Industry bloggers and more).

7. Online Press Room – Work with the digital team to enhance the current Press Room at www.TravelNevada.com

Fahlgren Mortine is able to advise or assist in building out your ideal press room. Once completed, we will continually update the press room with information created by our teams. Possible features include:

- *News releases (Travel Nevada and partner releases)*
- *Media visit information*
- *Upcoming press trips*
- *Updated digital press kits including key accolades*
- *Nevada in the news*
- *Image library, including video*
- *Local expert testimonials*
- *Social media sharing and/or feeds*
- *Dynamic story ideas*

8. Annual Report Development – Assist with the development of an online annual report chronicling the Division of Tourism's annual activities, budget overview, staffing, etc. Develop occasional or project-based reports as needed.

As a full-service, integrated marketing and communications agency, Fahlgren Mortine has access to an in-house design team and creative department that has designed hundreds of annual reports for various clients. We can share many best practice examples of concise, visual content and graphics used to summarize activities, staffing and spending – from online/digital reports to infographics, highlight videos and more.

9. Governor's Conference on Tourism Coordination – With help from the Division of Tourism staff, may be required to coordinate and provide event support through educational sessions and media relations and social outreach.

The Abbi Agency, Fahlgren Mortine's in-state partner, will take the lead in heading up the coordination of the Governor's Conference on Tourism. Using experience gained from managing major conferences and events in the state, the agency will help attract speakers and sponsors that represent new media tactics and innovative digital approaches to tourism marketing and help attendees understand the crowded media landscape that exists today. Ideal speakers will focus on educating industry partners on how they can leverage the state's existing marketing resources to gain a broader audience.

We know from experience that rural partners don't want to be sold on something, but rather educated about the practical tools that can make a measurable impact on their tourism revenue and local economic development. We'll take their insights and feedback to heart as we develop each conference.

10. Education – Offer industry partners education to maximize PR opportunities at annual in-state conferences and Territory meetings.

We will offer an in-person extension of our online Nevada Tourism University (3.2-5), allowing business owners and marketing officials to attend in-person education sessions that teach practical skills, tools and tactics for fully leveraging Nevada Tourism's campaigns as well as best practices for digital media, social media and media relations opportunities. The agency will also update business owners on specific online resources and webinars like SmartBrief, Bulldog Reporter and HubSpot that can educate statewide industry partners on how to better leverage their existing resources and develop new tools to better target their audience.

3.2.1.2 ADVERTISING/CREATIVE/CRM/DIRECT MARKETING

This includes strategic planning, integrated communications strategy, campaign planning and execution timelines, ideation and all production.

All advertising will be provided exclusively for the Division of Tourism to promote the State as a tourism destination. Compelling components of all department agencies may be included in the advertising, as appropriate, but the goal is to drive tourism. The Division of Tourism has a comprehensive research program already in place. All research will be available to the contracted vendor(s) to ensure all creative direction is evidence-based.

A. Objectives

1. Create and deliver the brand personality and messaging using media channels, partnerships and creative execution that connects with target audiences and cuts through the clutter of a fragmented media and marketing landscape;

Our philosophy at Fahlgren Mortine is simple and straightforward: know your audience. Our goal is to identify the places and spaces that connect and engage with them in meaningful ways. People interact and participate with owned, earned and paid media channels every day, wielding significant power and influence. Our team rises to the challenge of connecting these facets of messaging in order to maximize exposure and media investments.

The media landscape continues to evolve and grow, giving people unlimited choices in how, when and where they choose to receive information and entertainment. Consumers are not waiting for marketers to catch up. Find them, communicate to them in the way they choose, or lose them. It's as simple (and as difficult) as that.

Understanding the nuances that drive audience segments is critical to delivering content in a way that will be welcomed. It is not enough now to rely on reach. We need to engage and become part of the consumer's conversation and experience.

Fahlgren Mortine's approach to media goes far beyond selection of vehicles. Our recommendations and points of view are formed through:

- ***Defining and understanding the brand proposition***
- ***Identification of the best target audience segments***
- ***Determining the best times to start a conversation***

When planning for communication with consumers, we consider all potential points of contact and how these are integrated to engage your consumer at the right time and place to favorably impact behavior.

- ***Between consumer and brand: Receptivity to the brand message within communication vehicle***
- ***Between the consumer and communication vehicle: engagement with communication vehicle***
- ***Between the brand and communication vehicle: relevance of communication vehicle to the brand, objectives and task***

We put the consumer first by considering answers to these questions:

- ***Who is the right audience?***
- ***How will the idea be expressed?***
- ***Which communication vehicles and disciplines can work most effectively together?***
- ***How do all the elements of a plan pull together for a cascading effect?***
- ***When/what is the framework for the deployment strategy?***
- ***Why/what tasks need to be accounted for and why are they important to the overall plan?***

2. Raise awareness of Nevada as a compelling destination for domestic travelers;

Our tourism experience positions us well to bolster awareness of Nevada as a compelling destination for domestic travelers. We understand that in order for a traveler to consider a destination, we have to reach them prior to when they are thinking about vacation (to make it into the consideration set for that trip). Our programs are designed to ensure connections throughout the stages of travel planning – from dreaming to planning to booking and experiencing.

Our most successful programs are built around paid, earned, owned and shared executions that connect with the visitor throughout their journey and have the best opportunity to break through the cluttered environment to make connections with potential visitors. This means identifying strategies, tactics and appropriate KPIs for each stage of the journey-ensuring both the connection points and messages are appropriate for the traveler's mindset.

Source: Google

In the awareness or "dreaming" phase of engagement, the potential traveler is in more of a "lean back" mindset – they aren't necessarily thinking about travel. We have found it is critical to connect with audiences in environments that are meaningful to them to make the connection between Nevada and their own interests. An example of these connections would be targeted partnerships with outdoor enthusiast publishers and networks, or arts and culture partnerships that engage the traveler in ways that connect their interests to what they will find on a trip to Nevada. It's important at this stage to measure engagement and interaction with the brand to ensure interests are connecting.

3. Develop a research-based advertising program that conveys the brand while generating increased inquiry and engagement on www.TravelNevada.com through targeted campaigns; and

Marketing leaders need to demonstrate ROI to their leadership team. Their jobs depend on it. Showing that strategies are paying off, awareness is increasing, preference is shifting – it's all essential. That's why we will work closely with you to develop purpose centered marketing plans, grounded in research, with metrics built in from the get-go.

Near real-time, granular measurement tools are needed to track not only pieces but the online universe to provide a more holistic view of real effectiveness. Access to the data is often the easy part. It's deciding what really matters that drives responsive, data-powered actions.

Our approach to justify the investments we plan to make on behalf of our clients starts with the desired outcome in mind. Before a plan is crafted or a concept is sketched, we establish the metrics for what will constitute a successful campaign. And while that will differ for each client, we have the tools and talent to deliver not only data but truly actionable information.

Website and web activity is the hub of any destination's communication with their customers and constituencies. From a consumer perspective there is no distinction between the online and offline world. They move seamlessly between the two every day. Consumers don't live in a world that consists of online and offline activity; therefore as marketers, we must follow suit. Understanding this essential truth is crucial to developing a true analytics program for any client.

Your website is an excellent source of information. It can not only provide insight into the success of a marketing program, but also it can provide insight into products/services that are interesting to customers as well as an understanding of messaging and content they find most compelling.

While the website can provide a wealth of information, the Fahlgren Mortine analytics offering will link website knowledge with other relevant sources of data that can provide critical learning and insight.

It's vital to the success of any analytics program to incorporate as many sources of data and information as are available.

Because we realize that customization is critical when it comes to measurement, we prefer to first have clearly identified and measurable objectives outlined for annual campaigns and individual projects where appropriate. We then work with our clients to develop appropriate measurement tools and frequencies for

analyzing the progress of our communications activities before, during and after an initiative so that we can accurately determine the success of these initiatives. This is almost always a combination of hard and soft metrics: leads, awareness, click-through, behavior change, impressions, interactions, etc.

In addition, there are numerous methods to gauge overall effectiveness of your marketing programs. The following are examples of what we've employed in other destinations:

- *Lodging occupancy*
- *Visitor spending in retail, attractions, food and beverage, transportation*
- *Pre- and post-awareness studies*
- *Inquiries*
  - *Web*
  - *Phone*
  - *Requests for more information*
- *Advertising effectiveness*
- *Advertising element tracking*
- *Advertising equivalency*

The actual metrics are determined in collaboration with the client based upon their business and communication goals and associated strategies.

4. Ensure that all tactical advertising execution seamlessly integrates with the related marketing components.

At Fahlgren Mortine, we plan, create and execute integrated advertising and marketing campaigns every day. In fact, we recognized the move toward an integrated model a few years ago and knocked down the walls between our previously separated advertising, digital, media and public relations disciplines, and established one top and bottom line for the entire agency. This results in integrated teams with a holistic perspective on the entire paid, earned, owned and shared media landscape.

Study after study tells us that consumers are decreasingly able to differentiate through which channel a brand's message is reaching them. This will only become more difficult – and less relevant – with the growing number of touchpoints available to a brand. As such, we need to work in close collaboration with all marketing and communications disciplines to develop more opportunities to reach audiences when and where they most welcome it.

The synergistic power that is generated by great minds working together across disciplines is something truly special, and it pays dividends not only to the clients who reap the benefits of beyond-the-obvious ideas, but to the agency team members who are constantly learning, growing, and escaping the constraints of the past. Every program the Fahlgren Mortine team develops is done so with a constant eye to the broader implications of the program, and with a completely integrated perspective.

B. Activities and Deliverables

Provide strategic direction, creative ideation, production and program management for the following activities:

1. Strategic Planning – Contribute to the overall marketing strategic direction as identified by the Division of Tourism and develop the advertising portion of the plan. The strategy must detail how all marketing components integrate with one another to effectively propel the marketing efforts over the course of the annual plan period.

As noted in our response to question 3.2.1.2, our planning strategy is based in our understanding of audience behaviors and the stages of their travel planning journey. This allows us to create a well-rounded strategic plan that will touch the audience through all phases of their planning process and ultimately convert them into a visitor. Our chosen media channels and the messaging evolve with the audience as they make their way through the stages of travel planning to take them from "dreaming" to "experiencing" and "sharing."

2. Research Integration – Work closely with the Division of Tourism's research firms to ensure all campaigns are based on the proprietary research as well as industry trends and consumer behavior external research;

Fahlgren Mortine has deep experience in tourism-based research methodologies, and in working closely with existing client partners. We also have an in-house team dedicated to conducting and evaluating research on behalf of our clients. Our research capabilities encompass both generative and evaluative areas, with full-spectrum qualitative and quantitative research methodologies. Research is led and often fielded in-house, although Fahlgren Mortine will also use its extensive retained or trusted relationships with field facilities, secondary and syndicated research suppliers, and advanced analytics teams across the United States, when appropriate.

The Fahlgren Mortine research team is led by strategists, each of whom averages 20 years of applied research experience. We know how to use research as strategic and tangible inputs into any market initiative. Fahlgren Mortine can define, quantify, and reach the best markets for our clients, from sophisticated and highly networked industries to broad-based consumer marketplaces.

Our spectrum of research capabilities includes:

- *Facilitation and moderation for in-depth interviews, focus groups, and executive worksessions*
- *Research instrument development for any data collection mode: online, mail, telephone*
- *Fieldwork for online survey and analysis*
- *Hypothesis formulation and testing*
- *Market segmentation studies*
- *Market opportunity assessments*
- *Brand audits, evaluation and valuation*
- *Benchmarking and monitoring studies*
- *Concept development and testing*
- *Time studies and journaling*
- *Behavior monitoring and analysis*
- *Trend detection and future forecasting*

In addition, the agency has access to a variety of secondary research data including PRIZM, eMarketer, ORC International, MRI American Consumer Survey and Scarborough. These tools, in conjunction with the research from the Department of Tourism's partners enables us to ensure all campaigns are most effective, efficient and results-driven. Your team has taken the work of other research partners and incorporated their findings into strategic directives, and will certainly do the same for Nevada Tourism.

3. Brand Development – Provide direction for evolving the current brand through messaging, creative execution and content delivery; create brand usage standards program for broad distribution.

As noted in our response to question 3.2.1.2, we understand that audiences are open to, and need to hear, different messaging depending on what stage of the travel planning process they are in. We would work in collaboration with Nevada to ensure that our creative messaging best aligned with these stages and could speak to the audience throughout their planning journey. We will take learnings from how the brand has historically handled creative execution and content delivery and, in combination with our knowledge and experience, evolve past executions as needed to ensure we are breaking through the clutter and making meaningful connections with potential visitors.

Through the campaign evolution process it is critical that we identify core conceptual and executional elements that are integral to the campaign while reinvigorating what has previously been introduced. Ensuring brand consistency and campaign continuity through every touchpoint of the planning journey will be a large part of our initial exploration in campaign evolution. Leveraging more diverse experiential video treatments showcasing a wider range of attractions and activities while more intentionally connecting visitors to customized content tuned to their unique passions will be a key focus. During the early phases of ideation we will identify and recommend the potential inclusion of more intuitive tools while employing best practices in user experience for all content delivery. Our objective is to exploit what is working well currently, augment and enhance areas of the planning journey that are not effective, and offer a truly customized feeling at every phase of their journey.

4. Campaign Production – Develop and produce all creative elements of seasonal campaigns that drive inquiry and consumer purchase decision.

Strong creative must intuitively resonate with audiences and ultimately change perceptions and behavior. Marketing and communications must first intrigue, create allure, and drive awareness inspiring audiences to dig deeper into preconceived notions of personal travel. To explore, desire, dream and to ultimately research, make decisions and return often. Rich customer insights are critical elements in directing our campaign platforms and assets. Vigilant researching core messaging is inextricably linked to our collective team immersion into the authenticity of any given brand. At Fahlgren Mortine, our cross-discipline team brings an enormous amount of personal passion in uncovering those unique elements that set us apart and allow us to create meaningful, authentic intrigue while inviting audiences to discover their unique vision for what travel experience means to them personally in this highly diverse state.

Our approach is steeped in curiosity to truly understand our destination and diverse customer's culture, marketplace dynamics, challenges and opportunity. The development of campaign elements resonates from a strong creative brief (the distillation of existing research, target audience, brand and competitive audits, brand objectives and collective goals). The next phase of campaign development is to generate a number of "creative approaches or platform," all supporting the creative strategy stated in the brief. This approach allows greater range of ideas as well as enormous efficiency and initial team agreement so we are all accountable while avoiding inappropriate executional or tactical elements potentially squandering precious resources and time. At Fahlgren Mortine, we lead with big ideas, because any concept needs to communicate clearly across all mediums. We then extend the concept into other elements, such as broadcast, mobile, out-of-home, radio, etc.

Seasonal approaches should not reflect a dramatic departure from the overall campaign. However, the message must be flexible to reflect seasonal differences. The physical environment of the destination could dictate using different visuals and attributes, and the target audience might create the need for a different message execution. No matter the season, brand essence and campaign integrity would be communicated in a consistent manner to further build brand equity.

5. Creative development and execution to be determined based on the annual marketing plan;

We will work collaboratively with Nevada Tourism and other invested partners on the annual marketing plan so we can develop creative that generates excitement and desired results.

6. Video Production – In conjunction with the Division of Tourism, develop an inventory of video content for use on TravelNevada.com as well as at trade shows and other public forums;

Audience characteristics and needs as well as clear business objectives and message nuance are key to developing powerful media for trade shows, travel agents and personal travel. At Fahlgren Mortine, our intent is to showcase genuine, high-energy brand consistency combined with "personalized wow factor" for each critical niche. Understanding these diverse constituents, personal drivers, motivations and core-objectives determine success. Building effective and accessible data asset management systems allow teams to leverage key tools for more fluid application and consistency. We start with an

informed and robust creative brief to understand the multiple points for specific needs while tuning messages appropriately for the needs of this diverse audience in the most efficient way possible.

7. New Media – working in collaboration with PR (social media, digital, mobile and interactive) drive retail-based advertising campaigns within traditional and new media;

We believe that any firm can develop an integrated plan – a document, a spreadsheet, a chart that checks the box as "integrated." At Fahlgren Mortine, the difference is in our approach. We think together, plan together, and respect our colleagues and clients enough to remain committed to a singular direction. We ensure that our entire team has visibility to and understanding of all content plans and timing, which enables us to increase frequency, potency, efficiency and relevance of our message.

Ultimately, our objective is to create a rich and immersive experience across all media ensuring our audience feels compelled to discover and explore at every phase of their journey with the brand. Our big ideas transcend all technology and communication while engaging our audiences in the most authentic way possible.

So when it comes to new media, we expect to be speaking to our consumers organically, while understanding the importance of paid content, native content, visual content and retail-based advertising in the same platform. In today's environment, there is little separation in the eyes of our key audiences.

8. Provide administration for identified subcontractors and detailed monthly marketing budget expenditure reporting; and

Fahlgren Mortine's lead account architect will communicate accordingly with the subcontractor, including providing detailed monthly marketing budget expenditure reporting. Fahlgren Mortine and The Abbi Agency will work together as one collaborative team. For more information on working with our proposed subcontractor, please reference section 4.2.

9. Work with the Division of Tourism to develop tracking and reporting metrics (as close to real-time as possible).

As noted in our response to question 3.2.1.2, we strongly believe in a "continuous beta mentality" as part of our measurement of programs. So many things can be optimized and adjusted as part of a program today that this constant look is more critical than ever. In order to execute this, we have developed dashboards for our clients that are updated in almost real-time in addition to the daily monitoring our team conducts. This is complemented by our monthly comprehensive reporting with insights and recommendations for optimizations.

3.2.1.3 MEDIA BUYING

A. Objectives

1. Create and execute a media buy that laser pinpoints target audiences as defined in the annual marketing plan;

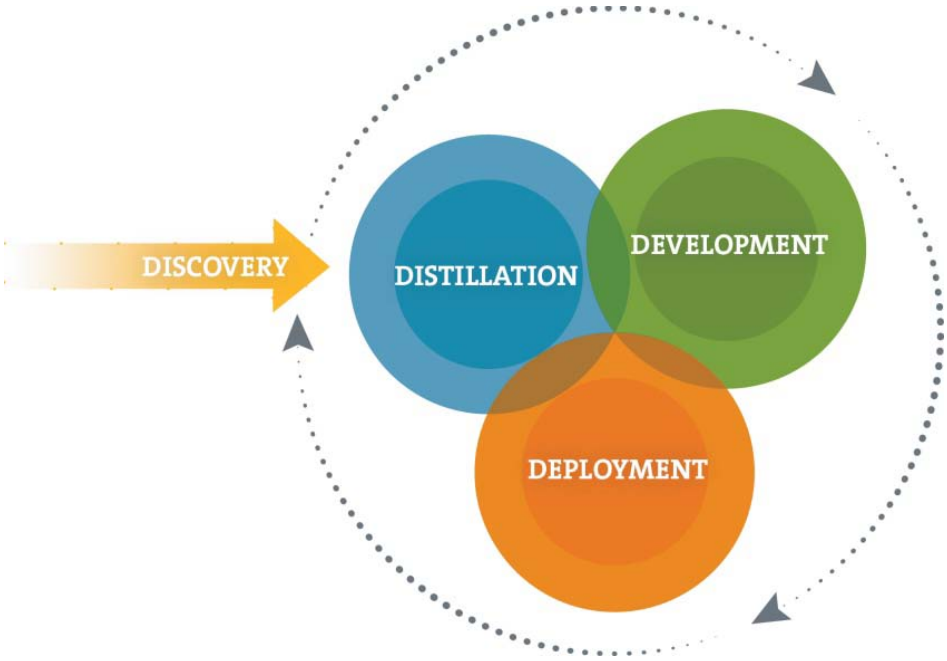
As stated in 3.2.1.2, Fahlgren Mortine's planning philosophy starts and ends with one thing: knowing your audience. Our approach to media plan development is focused on understanding the audience and connecting with them in relevant spaces and places in order to surround them and create engagement. We know how important it is to have a consistent look, feel and message no matter the medium. All of our programs involve integration of various media vehicles in order to ensure this connection.

We have come a long way from the days in which advertisers could only reach consumers via three TV networks and print. Today, our efforts can be targeted across dozens of vehicles, within specific content that is most popular with their respective target audiences, no matter where that content lives. Fahlgren Mortine utilizes all the targeting techniques available in order to reach audiences when our client's message will have the most impact.

Every media program the Fahlgren Mortine team develops is customized based on the objectives and needs of the client and specific program/message. Every program is grounded in research and created with the goals and objectives in mind to ensure the program is delivering on those needs. This means that we don't have a "template" approach to media plans.

In fact, one of the ways Fahlgren Mortine differentiates in delivering communications solutions for clients is through our media planning process. The function and ultimate goal of this process is to apply a combination of explorations to help identify insights and opportunities that will engage consumers, customers and prospects with a brand. This adds value to the client's business by increasing the effectiveness of the communication efforts and maximizes efficiencies within appropriate channels. It is important to recognize, however, that this is done in collaboration with other agency disciplines and our clients.

A simplified view of this process looks like this:



Discovery Phase

- *Exploration of:*
  - *Client's business*
  - *Market dynamics*
  - *Consumer understanding*
  - *Brand positioning*

Distillation Phase

- *Defining success*
- *Establishing benchmarks and measurements*
- *Developing actionable consumer insights*

Development Phase

- *Media strategy and plan development*
- *Strategic action plan*

Deployment Phase

- *Media buy negotiations and placement*
- *Ongoing measurement and optimization*

Our goal in this process is to deliver a single, client-focused point of view that blends the collective talent and expertise from the client and agency. Not only does this uncover stronger strategic initiatives, but it also leads to better connection solutions.

2. Identify legacy, emerging and growth markets and identify opportunities to maximize outreach in each as appropriate; and

The agency's experience in the tourism industry puts us in a unique position to help the Tourism Division not only identify markets for outreach, but to prioritize and capitalize on the market differences. We have worked with multiple destinations in determining the right approach for market expansion and understand many factors lead to the decision to focus on specific markets.

Once those markets have been identified, we want to ensure we have an understanding of the lifestyle and motivations of the target audience in that market. Using tools like Scarborough, we can get insight into the similarities and differences to ensure our marketing efforts will be most effective in those markets. This not only affects the media partners we may select in a market – it may mean that one market gets a heavier paid emphasis while another is more reliant on earned efforts. Ultimately, it's about identifying the opportunity in each market and building a model for efficient and effective use of resources.

3. Provide a buy that uses funding in the most efficient and strategic manner possible.

We pride ourselves on understanding the intricacies within each media market and applying our real-world knowledge to current market conditions. Our working mantra, especially when it pertains to spot-market media is to know a market as if we lived there. To accurately plan for varied market conditions, our standard operating procedures include:

- *Analysis of one year of ratings data for all broadcast media (more for niche, high-profile broadcasts such as Olympics, sports, etc.).*
- *One year trend of web traffic and review of key site metrics (page views, engagement, etc.) along with evaluation of past performance and opportunities for integrated partnerships.*
- *Analysis and trending of a minimum of two years of circulation data for all print elements.*
- *Review of DEC & EyesOn trends for all out-of-home elements.*
- *Review of past performance in terms of purchased schedules and value added delivery prior to making recommendations.*

One of our fundamental beliefs is that we will never be wildly successful without viewing the media as a partner, as opposed to a vendor. Our media connections department has extremely strong ties to, and experience with, every traditional media vehicle, as well as many unconventional outlets. This real-world, day-in-and-day-out interaction with our media partners has established levels of trust that are unparalleled. This trust gives us the ability to negotiate not only for the most cost-effective rate structure(s), but also for additional consumer extensions that go above and beyond including value-added. Value-added is an integral part of our negotiating process. We have been successful, typically delivering 30 – 40 percent added value beyond the paid program.

Fahlgren Mortine has significant experience in the travel industry as well as within the online media space. With all our work throughout these industries, we have strong relationships and actively communicate with the media in the space. This affords us access, knowledge and clout within the marketplace.

The following list includes examples of negotiated tourism value-added elements:

- *Online: Exclusive proprietary ideas, customized merchandising, promotions, sweepstakes, custom sponsorships, bonus impressions, email*
- *Broadcast: Sweepstakes, promotions, online banners, email blasts*
- *Print (consumer/trade): Bonus space, email blasts, online exposure, sweepstakes, guerilla marketing, consumer/trade show exposure, research*

B. Activities and Deliverables

1. In collaboration with the internal team and the Commission on Tourism, create a campaign media plan that includes media outlets, flight dates, funding per channel/outlet. Plan must be completed on or before 45 days prior to campaign start date;

As outlined in question 3.2.1.3, the Fahlgren Mortine media planning process includes four key phases – Discovery, Distillation, Development and Deployment. The Discovery phase is done in collaboration with other disciplines throughout the agency as well as the client. This is ongoing and the core of what fuels all our marketing efforts.

The Distillation and Development phases are where the media plans are created. Each campaign effort will start with a definition of success, development of actionable consumer insights and establishment of benchmarks and measurements. These benchmarks and measurements are specific to the objectives set forth in the campaign and will likely evolve over time. The development of the media plan includes detailed strategies for use of media vehicles as well as the tactical recommendations for partners, campaign elements, timing and budget breakdowns. In addition, we provide an outline of the action plan for implementation of the programs.

2. Work closely with the Division of Tourism research group to manage campaign tracking implementation, ensuring all tracking mechanisms are identified at least fourteen (14) days prior to the start of the buy, and implemented at least seven (7) working days prior to the start of the buy;

Our team is well versed in incorporating tracking mechanisms for each element of a campaign. Establishing benchmarks as well as implementing tracking pixels, codes and setting up defined analytics mechanisms is a standard part of our deployment phase and necessary to provide ongoing measurement of campaign efforts.

3. Provide ongoing campaign monitoring to ensure all channels are working at the highest level of efficiency possible; and

As noted, the fourth part of our media planning process is the deployment which includes the ongoing measurement and optimization of programs. Our standard practice is to monitor programs daily during the launch of the campaign and provide initial reporting and insights to our clients within the first 2-3 weeks of campaign launch. Once the campaign is established, a near-real-time dashboard can be set up to provide consistent access to our clients on available stats and metrics. We will monitor consistently and will provide detailed insights and optimization recommendations on a monthly basis throughout the program. In addition, our close relationship with our partners ensures that they are constantly monitoring as well and making adjustments based on our goals.

4. Provide a post-campaign measurement that includes information needed for the advertising effectiveness study conducted by marketing partner TNS.

At the end of every campaign, we will provide a detailed overview of the campaign including post-buy analysis, engagement metrics, video views, identified conversion goals (sign-ups, etc.), site analytics during the campaign period and more. We often have to provide information for effectiveness studies and will be able to provide whatever metrics necessary to TNS.

3.2.1.4 DIGITAL

A. Digital marketing and support are critical needs for the Division of Tourism. The contracted vendor will be responsible for working with the Division of Tourism staff to create successful digital marketing campaigns that drive visitors to the Division of Tourism websites and promote activities and lodging in Nevada.

The contracted vendor also will be responsible for providing strategic direction based on nationwide best practices to ensure the Division of Tourism's digital efforts are innovative, engaging, and create a strong return on investment.

We believe that a proper foundation of understanding our client's business, competitors and the consumer are key elements to developing effective and successful marketing programs. Fahlgren Mortine employs digital processes that allow us to gather the insights we need to provide our clients with strategic recommendations, and help guide us as we shape these strategic recommendations into interactive solutions that deliver results.

We are also aware that in the digital world, the only constant is change, whether that change is in software, hardware or end-user behaviors. To that extent, we firmly believe that the best process is a flexible process and one that can evolve as our clients' needs mature.

With a full-service digital offering from strategy through specialized technical development, quality control and analytics services, we are often asked to partner with clients in different capacities based on their own internal abilities or existing relationships with other partners.

At the onset of any relationship, we meet to discuss the problem(s) we are helping to solve. At that stage we work with our clients to identify the key success metrics and constraints whether technology, timing or budgetary. These findings will dictate our proposed approach and a defined process to execute and required deliverables.

We also collaborate with online and traditional media to support data capture efforts for success measurement as well as user conversion tracking or engagement with CRM systems. Once a project is launched in the digital space we can establish scheduled analysis of analytics, technical support as well as retainers for technical maintenance and creative/content enhancements. Depending on requirements we may also recommend vendor and travel professional partnership opportunities specific to the digital space to bring the best overall digital experience to Nevada's customers.

Every digital marketing program at Fahlgren Mortine begins and ends with the same, critical element: people. You may hear the term "users" or "consumers" or even more specific profile names like "Chief Household Officer" or "Digital Native." But make no mistake, we aren't communicating to an aggregate. Technology is a powerful toolset for participation, interaction and dialogue on a personal, targeted level. A brand isn't created so much as curated. What was once a monologue has evolved into something far more dynamic, across many Web spaces. It's all a single flow for the person interacting -- from a starting point in a rich media banner, or a social media presence, to a target landing page or destinations site. It's what we call a "branded user experience."

We approach any online marketing program as an extension of the overall marketing communications strategy. The same research, insight and processes that yield competitive distinction and creative solutions serve as inputs for online programs. We don't translate, we transform. Our online programs are built on a philosophy that design is more than just a great visual layer. Great design is a platform to bring together our best insights into people, technology and actions.

The Fahlgren Mortine team has been developing online advertising campaigns for clients since 2002. These programs have evolved with the media and have incorporated everything from static and rich media display campaigns to exclusive proprietary ideas, customized merchandising, promotions, sweepstakes, custom sponsorships, comprehensive promotional efforts, paid influencer programs and native advertising. Campaigns have incorporated mobile, search and ad networks in addition to direct relationships with publisher sites. All of our programs are developed with the end goal in mind and we utilize the most sophisticated targeting, campaign and payment (CPC, CPL, CPE, CPM) methods as appropriate for the effort.

As noted in question 3.2.1.3, our campaigns are constantly monitored and adjusted based on the outcomes we are seeing. This means looking at more than simply how many users we drive to a site. We want to know if they're qualified users so we look at our metrics from all digital campaign elements to determine which placements and messages are driving the traffic, time on site, conversions and engagement for the destination.

Based on our digital process, during our discovery phase, an overarching digital strategy will be developed to drive the execution of all digital tactics required for a truly integrated campaign. We believe in accurate measurement of engagement by defining success metrics in the discovery phase that are the anchor for all creative and user experience development throughout the lifecycle of the project.

We will develop personas that we can use to filter our creative and user experience against to ensure we are not only providing measurable results but true value to ends users.

We will explore developing unique experiences for each segment of target users that bring the most relevant content and touch points (mobile, tablet, etc.) together in a way that is unique for the Nevada Tourism brand.

Per DMO best practices, we envision leveraging social media APIs to aggregate rich and authentic user-generated content such as Yelp reviews and Google Maps. We also see potential to develop sample itineraries that match defined personas' expectations. Ultimately, we want to build an online presence that can live across multiple digital properties by leveraging iconography and user interface elements that allow for quickly identified related tools and experiences.

A. Objectives

1. Work with the Division of Tourism marketing and IT staff to continue to develop and enhance www.TravelNevada.com and its sub-sites;

As an agency with both creative/marketing and technical/IT staff in-house, we understand the importance of early collaboration and communication with IT to comply with technical standards as workflow expectations. Our Discovery and Definition phases create a blueprint of all websites created and managed within the organization, allowing us to strategically map out future phases of development. Critical to this 'future roadmap' is the selection and management of a CMS that accommodates these needs. Though both open-source and license-based CMS systems have the capabilities to handle this type of project, we work closely with both the marketing and IT teams to identify current and future needs, data sources and integration points (CRM, etc) to determine the best solution.

We take a technology-agnostic approach to digital development and follow standards defined by internal IT organizations when provided, or help to develop and inform standards when they are not already established. We work with licensed and open-source technologies and have broad experience with many development languages, platforms and hosting environments.

2. Assist with the Division of Tourism's IT staff to ensure all sites are fully functional and easily navigable;

Fahlgren Mortine's Definition Phase dives deep into not only a single site's architecture and usability, but also the interaction of that site with others within your business. The result is a consistent, concise experience across all the devices a traveler may use to plan their trip.

Our UX/Design and Technology team members, partnered with your IT staff, will review and discuss modifications to site loading speeds (code efficiency), scalability of existing site architecture across devices (responsive vs. mobile detect) and any existing needs/issues with the CMS.

As part of our Development and Deployment phases, Fahlgren Mortine ensures all sites are functioning as expected. This includes comprehensive cross-browser and platform quality assurance and quality control testing through a formalized bug ticketing and tracking system that provided detailed documentation of all quality control activity. We define the required development target browsers and hardware and test against those prior to any launch. This work is performed by an experienced team focused on quality control alone for a comprehensive subjective view of the project. Once all bugs have been addressed in full the project is approved for launch. We find this to be the most critical stage in the launch of any digital property.

Involvement with a digital initiative doesn't stop when a new site or component is deployed. Fahlgren Mortine provides ongoing support and maintenance on all sites after launch. This includes analysis of site traffic and metrics tracking, customized maintenance retainers and overall site support.

3. Develop digital advertising, search engine marketing and search engine optimization plans and executable strategies in partnership with the Division of Tourism's staff;

As outlined in 3.2.1.4, our digital advertising programs are collaborative, comprehensive and well-defined. That extends to our search engine marketing and optimization programs as well.

Our philosophy at Fahlgren Mortine is simple: place yourself in the mind of the searcher. Our goal is to drive traffic to websites via relevant search terms and ads that are representative of the target audience with the intention that users will not only visit, but also spend time on the site, navigate to various pages, interact with the content and perform the desired calls-to-action.

Because we can't predict exactly what people will be searching (as Google reports: 16 percent of daily queries searched on its search engine have never been seen before), we build each program to be as comprehensive as possible to capture users at all stages of the search consideration funnel. This allows us to gather a high volume of data that's used to further test and optimize accordingly in order to consistently achieve quality and relevancy.

Our team strives to promote websites in a way that allows search engines to naturally pick up updates and assign higher levels of relevance for target queries via better correlation between on page and off site elements and content. This process has proven to create better opportunities for higher rankings, increased visibility and more traffic.

SEO is a long-term initiative and influencing organic search engine rankings is (and should be) a natural process. While we cannot promise or guarantee rankings, we can work closely with the Division of Tourism to implement best practices and strategies that we know have the ability to improve rankings and increase the volume of organic traffic over time.

Measuring success is a key component of every program. With a wide variety of data available, our team monitors each effort over time to track trends and opportunities.

And it's not about data for data's sake. Our experts have a firm understanding of not only evaluating metrics from a performance standpoint, but also relating that data back to the user experience and identifying opportunities for future success.

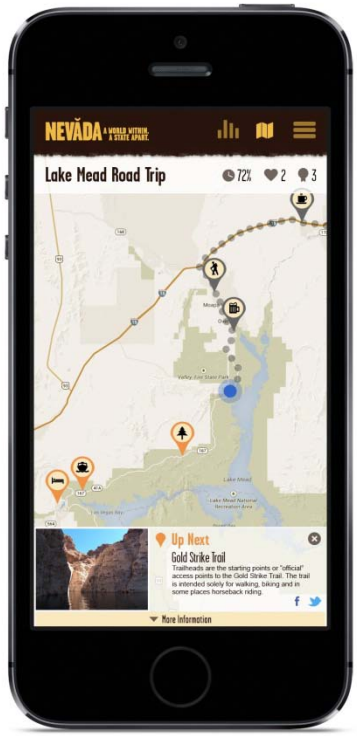
4. Develop and execute a best practices mobile strategy that helps drive consumer retail offerings for all agencies; and

With the prominence of mobile usage among all demographics, we have taken a mobile-first stand point for Web development. We recommend that responsive design be implemented for optimal viewing across all devices as well as providing a future-friendly approach for screen resolutions yet to hit the market. This mindset provides an optimal environment for your 'on the go' audience accustomed to an optimized mobile experience. In addition to a fully responsive design, a consistent navigation and design structure across all web properties helps bring together look, feel and brand cohesiveness.

In addition to developing a strategy that considers all user devices, we believe there is great benefit in using customized apps to stimulate interest (and enhance experiences) in travel.

When developing an app experience, Fahlgren Mortine firmly believes the most critical step is determining what the end users want and expect the app to do for them. To achieve clarity for this critical insight, we develop research methodologies to gather feedback, user input and clearly defined expectations. The results of this research pave the way for a successful app launch and lifecycle. We typically recommend identifying signature user interactions and focusing efforts to keep the app experience simple and engaging. This affords the ability to build upon a simple and successful experience in the future versus trying to accommodate for every desired function an app could provide. This phased approach is common in app development and provides the most cost effective way to achieve a valuable end result for users and marketers.

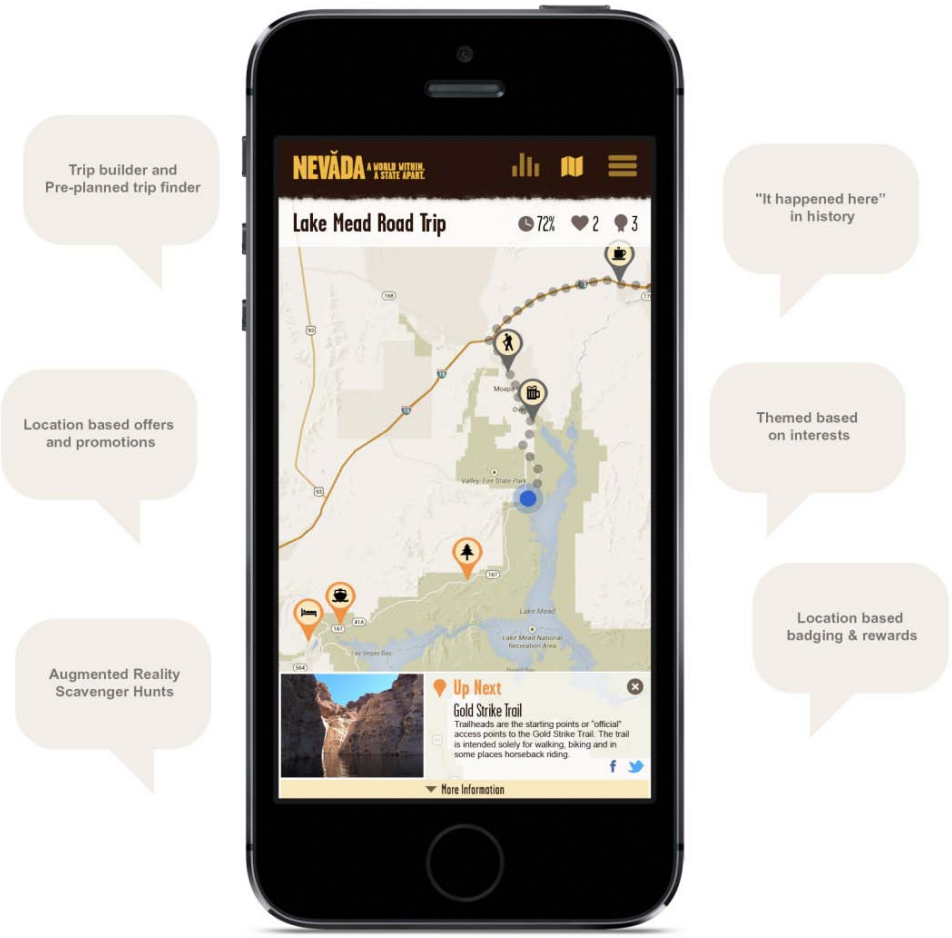
Once we understand the experience the app needs to deliver, we plan for the technical approach accordingly. Understanding and embracing technical constraints, rather than ignoring them, can help us better shape the user experience and create a successful application. We consider where the data to populate an app comes from and how it will be created and managed. We also heavily consider hardware, potential opportunities and challenges. From here we develop a technology architecture that meets the user requirements as well as a path to success from a development and lifecycle management perspective.



As part of our research and development methodology we firmly believe that early and frequent user testing is a critical step to delivering a quality and valuable user experience. Development of a functional prototype early, then gaining direct feedback from actual users is critical information that will guide the user experience and technical development.

After we have validated our user experience and technology approach through prototype testing and iterative feedback we execute technical development in a structured and disciplined team approach. Once development is completed we test our app through a rigorous QC process to document and eliminate any unexpected bugs or flawed user experiences.

We recommend a soft launch of an app to allow time to get it active in the marketplace prior to heavy promotion and official launch materials being deployed. This helps to create the best overall first impressions critical in an app's initial success, user ratings and long-term user adoption.



As an initial concept, we have focused a recommendation around Nevada road trip destinations and associated activities based on user preferences and filtering of relevant content. These mock-ups are solely to provide a glimpse of the potential functionality and engagement while weighing the constraints of a non-data connected mobile app.

5. Identify opportunities and execute programs for reaching travel professionals through mobile or interactive outreach.

Understanding that travel professionals through mobile and interactive media is an important piece of the overall strategy, we will work with you to recommend specific programs.

B. Activities and Deliverables

As part of the overarching marketing strategy, the digital contracted vendor will provide the following activities and deliverables:

1. Review all current websites and provide recommendations for improvement (incorporating web usability and other applicable research conducted by an outside firm). Recommendations must be accomplishable within the specified budget and outlined in the annual marketing plan;

Comprehensive website, peer and competitive audits are part of our initial Discovery and Definition Processes. Understanding audiences, markets and success metrics are key. Initial internal research is paired with key stakeholder and consumer interviews to formulate recommendations on site architecture and functionality.

In addition to the standard audience/stakeholder/usability reviews, we work collaboratively with the team across all channels to ensure the websites and digital communication tools are compatible (now and future) with the programs and campaigns being discussed.

As part of our overall process detailed budgets, deliverables and timelines are prepared prior to kickoff, and all revisions and final approvals secured.

2. Provide ongoing updates regarding the best practices of other tourism marketing organizations, consumer brands and award-winning development programs for the Web and mobile applications;

Fahlgren Mortine continually monitors not only our client's verticals, but all things digital. As new apps and technology are introduced, we continue to evaluate and ask if/how we can improve the experience that currently exists.

We believe that the day a site launches is the first day of its life. It will continue to grow and change as needed over its lifespan. In order to make these changes efficient, we build our sites for frequent and easy updates utilizing the most current best practices in development and deployment.

We also believe that measurement and analytics are the key to knowing where to spend money and effort on updates. Regular strategic assessment of digital properties usage is the key to informing what do to next and in what priority. Our in house analytics experts partner with our digital execution team to ensure measurement is happening correctly as well as to inform where future efforts will drive the most success and ROI.

Our technology, user experience and design teams have a wealth of experience in creating digital experiences across media, from Web to Tablet and smartphone mobile applications. That expertise is brought to every engagement we service.

3. Develop strategic recommendations on best-of-breed architecture for each website;

Through our comprehensive audit of existing and competitive digital properties, we identify where market baseline currently is, as well as where we can make the most impact to stand apart. We then work to clearly understand who is coming to your site, how they are arriving and what they are consuming. We leverage historic analytical data and match it against the user personas and success metrics to narrow our focus. Our digital strategy and user experience team members partner with you to create those success scenarios and create the architecture and experiences to see them through.

Stakeholder and user interviews as well as site and competitive audits help to frame the initial sitemap (blueprint). We also leverage integration of existing brand positioning and content hierarchy. We then begin to develop the structure of the site's pages.

We look for ways to create digital experiences that deliver content in context. We also realize that the digital brand experience needs to be consistent across properties and devices while taking advantage of expected user behavior, as well as context of where they are consuming the content and their mind set and expectations at the time of engagement. While each web property may have unique objectives, they should all be built to the same quality and experience standards to ensure consistency no matter what digital property a consumer touches first.

4. Coordinate with advertising, media buying, and external communications; teams to ensure successful integration with www.TravelNevada.com and other of the Division of Tourism online properties;

As a full-service agency, our collaboration process mirrors this on all our projects. From banner advertising to corporate communications to campaign development; we ensure all properties are in sync.

We also recommend exploring landing page strategies to optimize goals and conversion tracking once a user arrives from an outside source such as banners, social links, email or referring sites. Whatever conversation or engagement that sparks the initial interest should deliver on that expectation once the user get to the page that was linked to.

In addition to the ensuring cohesive design and integration of ad/media campaigns, Fahlgren Mortine pays close attention to the tracking and metrics across these channels. Ensuring consistent and accurate tracking from digital banner campaigns to website to sign up or purchase is critical in understanding use patterns.

5. Work with the Division of Tourism to maintain and improve all websites;

A holistic review of all web properties is part of our Discovery and Definition phases. Including site and competitive audits, keyword and SEO recommendations and overall site stability and scalability.

During our comprehensive digital audit we will fully assess the web properties as a whole to determine what aspect of the current properties are working and where improvements can be achieved through current best practices, industry trends, analytics and user research. These findings will then be developed into an overall strategy that will guide the websites toward defined and measurable future success.

Post-launch, we recommend scheduled ongoing metrics and analytics reviews that allow us to understand the user experience and modify that experience based on those metrics for continual and incremental improvements.

6. Work with staff to develop content management tools on www.TravelNevada.com and its sub-sites that effectively disseminate vibrant content to consumers;

We recommend leveraging existing and proven syndication tools and features such as RSS feeds, and trackable "share this" functionality to leverage easy access to users email and social networks. Sometimes this functionality will be part of the chosen CMS solution and can easily be leveraged to enhance distribution of content outside of the website. We have also made these recommendations within the Press Room section of this response and will work to ensure whatever the chosen solution, that it is implemented consistently across the site(s).

7. Develop and enhance back-end administrative tools for www.TravelNevada.com and its sub-sites that allow the Division of Tourism staff to update the site as needed;

Fahlgren Mortine has deep experience across a wide variety of licensed and open source content management systems. We do not believe in development of proprietary CMS solutions and believe that the decision should be one made in partnership with the client's internal IT staff. We also consider hosting to be a critical aspect of the decision on how the CMS and site content is managed. We can help inform the decision as much as necessary or take direction from existing IT technical specifications and standards.

Part of our decision-making effort will be driven by the requirements of content administration user management and approval processes. Many times business requirements of an organization will help to determine what CMS solutions will be appropriate.

8. Create and develop tactical digital components that support integrated strategy;

We operate under the digital mantra of building tools not toys, meaning that we define key interactions and engagement in digital by how effectively we are leveraging the features and functions that the digital channel affords us. We will never recommend doing something in digital just because we can, but rather because it makes it easier for the end user to get true value from the interaction.

We have a wealth of experience in building digital tools that simplify the most complex stories, energize otherwise boring content and provide insight to ROI through metrics and measurements. All of these successes start with an overarching digital strategy that manifests itself in individual tactics online, in mobile apps, touch screen kiosks and other custom digital experiences.

9. Provide a monthly web analytics report (components to be determined at a later date); and

Based on key success metrics defined in the discovery step of our digital process, monthly reports will be generated using Google Analytics data. As part of our Discovery and Definition phase, Fahlgren Mortine will document these metrics for future measurement.

Based on required delivery, these reports may come in the form of a secured online interactive dashboard, presentation document and/or hard copy.

10. Work as part of the overall strategic planning team to ensure all interactive solutions are mapped and cohesive with all marketing efforts; and

As a full service agency strategic planning informs all aspects of an integrated campaign from traditional to digital. Any digital tactic proposed will be aligned to help achieve the defined goals.

We determine who the key stakeholders are from the client side and keep them informed as to what the strategic intent of each digital tactic executed is, prior to beginning execution. If there are any questions, concerns or doubts we work directly with those stakeholders to revise our plan until there is consensus on the approach and expected measurable outcomes.

11. Assist with developing and creating executable strategies for search engine marketing programming.

As outlined in 3.2.1.4.A. #3, our search engine marketing efforts are part of the collaborative digital process. Our approach always starts with development of strategies and defining KPIs and actionable metrics. The integrated agency approach extends to SEM efforts and enables our team to be truly immersed in the goals and objectives of our clients and ensures all SEM efforts are research-based and strategically sound with an eye to results.

C. General Account Management

Account management within the State agency environment is unique and must be followed by the contracted vendor(s). All respondents should note the amount of administration required to service this account. In addition to the specific program administration elements noted in each discipline in *Section 3.2.1.4 B – Activities and Deliverables*, the Division of Tourism requires its contracted vendor(s) to provide the following:

1. Monthly activities report with hours for each team member and project identified;

Fahlgren Mortine has developed reporting tools to ensure that our clients receive information in a consistent manner at regular intervals. Further, our account architects are organized and provide regular account updates through weekly, bi-weekly or monthly status meetings; internal reporting; and regular check-ins from senior management.

2. Monthly budget usage spreadsheet(s) showing YTD budget used and available budget remaining;

Our account architects work with their clients throughout the year on budget management. Just as the program elements need to be scalable, so does the budget, to flex for incremental or reduced spending at a moment's notice. We believe the regular reporting of agency spend against total budget provides an open environment for strategies and tactics intended to maximize the Division of Tourism's investment in marketing and communications.

This organizational structure and account management philosophy maintains consistency, accountability and transparency across all levels and beyond geographic boundaries. Instead of worrying about office locations or titles, we can concentrate on meeting goals and delivering results.

3. Participate in a monthly all-agency conference call (more frequent as needs arise);

Your team will be available for monthly conference calls, and we expect to interact much more frequently.

4. Participate in quarterly in-person meetings at the Division of Tourism's office in Carson City; and

We look forward to participating in quarterly in-person meetings at the Division of Tourism's office in Carson City.

5. Attend the Division of Tourism's educational conferences, including, but not limited to: Governor's Conference on Tourism (fall) and Rural Round-up (spring) by selected team members.

We understand the importance of the Governor's Conference on Tourism and the Rural-Round-up, and plan to have a visible and involved presence at both events – as well as others deemed necessary. Not only are these events great opportunities to educate stakeholders on our latest initiatives and results, but we have found through previous relationships that events such as these can also be used to aid in authentic story mining among key partners.