# PART IA – TECHNICAL PROPOSAL

## INTEGRATED MARKETING AGENCY OF RECORD

### RFP 2084

Submitted by:
THE GLENN GROUP
50 Washington Street, Reno, NV 89503

Proposal Opening Date: November 24, 2014
Proposal Opening Time: 2:00 PM

# TITLE PAGE

# PART IA –
# TECHNICAL PROPOSAL
## INTEGRATED MARKETING AGENCY OF RECORD
### RFP 2084

THE GLENN GROUP
50 Washington Street, Reno, NV 89503
November 24, 2014
2:00 PM

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# VENDOR INFORMATION SHEET

**VENDOR INFORMATION SHEET FOR RFP 2084**

| | | |
|---|---|---|
| V1 | Company Name | ***The Glenn Group*** |

| | | |
|---|---|---|
| V2 | Street Address | ***50 Washington Street*** |

| | | |
|---|---|---|
| V3 | City, State, ZIP | ***Reno, NV 89503*** |

| | | | |
|---|---|---|---|
| V4 | Telephone Number | | |
| | Area Code: | Number: ***775-686-7777*** | Extension: |

| | | | |
|---|---|---|---|
| V5 | Facsimile Number | | |
| | Area Code: | Number: ***775-686-7750*** | Extension: |

| | | | |
|---|---|---|---|
| V6 | Toll Free Number | | |
| | Area Code: | Number: | Extension: |

| | |
|---|---|
| V7 | ***Contact Person for Questions / Contract Negotiations, including address if different than above*** |
| | Name: ***Valerie Glenn*** |
| | Title: ***CEO & Principal*** |
| | Address: ***50 Washington Street, Ste. 200, Reno, NV 89503*** |
| | Email Address: ***vglenn@theglenngroup.com*** |

| | | | |
|---|---|---|---|
| V8 | Telephone Number for Contact Person | | |
| | Area Code: | Number: ***775-686-7777*** | Extension: |

| | | | |
|---|---|---|---|
| V9 | Facsimile Number for Contact Person | | |
| | Area Code: | Number: ***775-686-7750*** | Extension: |

| | | |
|---|---|---|
| V10 | ***Name of Individual Authorized to Bind the Organization*** | |
| | Name: ***Valerie Glenn*** | Title: ***CEO & Principal*** |

| | | |
|---|---|---|
| V11 | Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)*** | |
| | Signature: | Date: ***11/21/14*** |

# STATE DOCUMENTS

## ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked "confidential" in their entirety, or those in which a significant portion of the submitted proposal is marked "confidential" **will not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a "trade secret" as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors' technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in separate binders marked "**Part I B Confidential Technical**" and "**Part III Confidential Financial**".

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in ***Section 2 "ACRONYMS/DEFINITIONS."***

***Please initial the appropriate response in the boxes below and provide the justification for confidential status.***

| **Part I B – Confidential Technical Information** | | | |
|---|---|---|---|
| YES | | NO | |
| **Justification for Confidential Status** | | | |
| | | | |

| **A Public Records CD has been included for the Technical and Cost Proposal** | | | |
|---|---|---|---|
| YES | | NO (See note below) | |
| ***Note: By marking "NO" for Public Record CD included, you are authorizing the State to use the "Master CD" for Public Records requests.*** | | | |

| **Part III – Confidential Financial Information** | | | |
|---|---|---|---|
| YES | | NO | |
| **Justification for Confidential Status** | | | |
| ***Confidential Company Information*** | | | |

***The Glenn Group***
Company Name

Signature

***Valerie Glenn*** ***11/21/14***
Print Name Date

**This document must be submitted in Tab IV of vendor's technical proposal**

## ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.

(2) All proposed capabilities can be demonstrated by the vendor.

(3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.

(4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

(5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.

(6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.

(7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.

(8) All employees assigned to the project are authorized to work in this country.

(9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.

(10) The company has a written policy regarding compliance for maintaining a drug-free workplace.

(11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.

(12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

***The Glenn Group***

Vendor Company Name

Vendor Signature

***Valerie Glenn*** ***11/21/14***

Print Name Date

**This document must be submitted in Tab IV of vendor's technical proposal**



State of Nevada
Department of Administration
Purchasing Division
515 E. Musser Street, Suite 300
Carson City, NV 89701

Brian Sandoval
Governor

Greg Smith
Administrator

| | |
|---|---|
| SUBJECT: | Amendment 1 to Request for Proposal 2084 |
| RFP TITLE: | Integrated Marketing Agency of Record |
| DATE OF AMENDMENT: | November 13, 2014 |
| DATE OF RFP RELEASE: | November 5, 2014 |
| OPENING DATE: | November 24, 2014 |
| OPENING TIME: | 2:00 PM |
| CONTACT: | Annette Morfin, Procurement Staff Member |

The following shall be a part of RFP 2084**.** If a vendor has already returned a proposal and any of the information provided below changes that proposal, please submit the changes along with this amendment. You need not re-submit an entire proposal prior to the opening date and time.

1. The State of Nevada issued an RFP in August. According to the RFP, the Nevada Commission on Tourism is looking for an integrated marketing AOR to support PR and external communications, strategic planning, media buying, advertising, and digital and mobile initiatives. Is this the same need and if so why is the State issuing a new RFP?

   ***The previous RFP was cancelled.***

2. Is the State open to agencies who do not have an office in Nevada?

   ***Yes. The State is not permitted to give preference to in-state agencies.***

3. Does the State of Nevada Purchasing Division want a specific format for the proposal. For example, would you like to have all responses for the sections in the scope of work labeled with the original description from the RFP?

   ***Within the RFP document; there are instructions as to how to submit your proposal. Refer to Section 9 - Proposal Submission Requirements, Format and Content.***

4. Why did you cancel RFP #2081 and reissue as RFP #2084?

   ***RFP 2081 was cancelled.***

5. Is the selection committee for #2084 the same as it was for #2081?

   ***No***

6. Our references submitted reference questionnaires in response to RFP #2081. Will previously submitted reference questionnaires meet reference requirements in #2084, or do we need to ask references to re-submit new reference questionnaires?

***You can use the same reference questionnaires. You must indicate which ones from RFP 2081 you want us to use.***

7. There are numerous forms that are the same between RFP #2081 and RFP #2084, except for the bid number. Will you accept #2081 forms signed earlier in the #2084 response, or must we re-populate and sign forms?

***You would need to re-populate and sign the forms.***

8. When we received the notice of cancellation of RFP #2081, we received instructions from a Nevada purchasing officer to submit the response to RFP #2081 and highlight changes to comply to the new requirements in RFP #2084. Please confirm that this tactic is permissible, as it is not mentioned in RFP #2084.

***Yes, you would just need to copy/cut/paste with any revisions from RFP 2081 into RFP 2084.***

9. Can you tell us why the original RFP was canceled and then reissued as #2084?

***Refer to Question 4.***

10. Are there preferred methods of compensation to the agency?

***The Division of Tourism cannot contract on a retainer basis. Typical forms of compensation are project based.***

11. If new/additional platforms or software is needed to execute on strategic plans and initiatives, is additional budget available? Or does that need to be included in the budgets provided?

***All acquisitions must come from the budgets provided (except those identified as coming from other budget categories).***

12. In sections 1.9.3.7 and 1.9.5.5, the thought isn't finished. May we assume these two sections are meant to articulate that those costs must be included in the budget? For example, in section 1.9.5.5, should the first sentence read "All out-of-pocket expenses for agreed-upon program components [must be included in the overall budget]?"

***Yes, all agreed upon out-of-pocket expenses must be included in the overall budget (except those identified as coming from other budget categories).***



***ALL ELSE REMAINS THE SAME FOR RFP 2084.***

***Vendor must sign and return this amendment with proposal submitted.***

Vendor Name: ***The Glenn Group***

Authorized Signature: _____

Title: ***CEO & Principal*** Date: ***11-21-14***

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

# ATTACHMENT B, TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE WITH TERMS AND CONDITIONS OF RFP

## ATTACHMENT B – TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE WITH TERMS AND CONDITIONS OF RFP

I have read, understand and agree to comply with ***all*** the terms and conditions specified in this Request for Proposal.

YES ***X*** I agree to comply with the terms and conditions specified in this RFP.

NO _____ I do not agree to comply with the terms and conditions specified in this RFP.

If the exception and/or assumption require a change in the terms in any section of the RFP, the contract, or any incorporated documents, vendors ***must*** provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

***The Glenn Group***
Company Name

Signature

***Valerie Glenn*** ***11/21/14***
Print Name Date

***Vendors MUST use the following format***. Attach additional sheets if necessary.

**EXCEPTION SUMMARY FORM**

| EXCEPTION # | RFP SECTION NUMBER | RFP PAGE NUMBER | EXCEPTION (Complete detail regarding exceptions must be identified) |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**ASSUMPTION SUMMARY FORM**

| ASSUMPTION # | RFP SECTION NUMBER | RFP PAGE NUMBER | ASSUMPTION (Complete detail regarding assumptions must be identified) |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**This document must be submitted in Tab V of vendor's technical proposal**

# SECTION 3
# SCOPE OF WORK

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# INTRODUCTION – ANSWER TO 4.1.9

## WE BELIEVE

*We believe in pioneers and trailblazers. In enterprise and imagination. In difference makers who think differently and demand to stand out. Those are the brands we do business with.*

*We believe in big dreams and blue sky. In rough roads that lead to wide-open spaces. In digging in, pushing on and forging ahead. That's how imagination becomes creation.*

*We believe in straight shooters. In hard workers. And that genuine people are genuinely better for business. Those are the people we work with and for.*

*And we believe we owe these beliefs to our Nevada roots. The things that grow here, and are drawn here, are weathered by something rugged and magical. The landscape molds and shapes unique spirits—sage, naïve, gritty, whimsical, persevering, imaginative, bright-shining, genuine, pioneering spirits.*

*A place this wide open, with this much sky, can't help but give rise to different types of thinkers, different types of dreamers. And that's what we are.*

✦ ✦ ✦

***There is no doubt that Nevada has played a huge role in shaping us as people and as a company. Not only has it given us a unique Nevada spirit—wide-awake, fearless, resourceful, persistent and inspired—it's been a testing ground for us over the last 45 years. Nevada has helped us hone our craft and expand our professional expertise in travel, tourism, adventure and hospitality—or as we refer to it, the great art of "escape."***

***Being based in a state that is home to the world's premier escape destination has led us to literally become "escape artists." We understand the psychology of travelers and their need to escape and explore.***

*We know from our own proprietary studies that 44% of adults think about wanting to "be able to escape their everyday routines and lives, to relax, recharge and recalibrate" at least once per week. And we actually know 11% of adults think about escaping EVERY SINGLE DAY.*

***We've gained vast knowledge as a Nevada company. And what we know has led us to help local, national and international brands grow their businesses, from Hard Rock Hotels to outdoor adventure startups to Carnival and Royal Caribbean Cruise Lines to an international metal detector company to helping create a new boutique hotel chain to branding and marketing timeshare properties, tourist attractions, entertainment venues, regional casino-resorts, world-famous properties on the Las Vegas Strip like Mandalay Bay and the Stratosphere and, yes, for many years, the Nevada Commission on Tourism.***

***We know how to work with and evolve existing tourism and hospitality brands, reposition stagnating brands and create and position new ones. We have experience targeting generational audiences with emotionally engaging brand sharing, know how to drive visitation with hyper targeting and compelling calls to action, how to measure success and adjust messaging and targeting strategy on the fly.***

***It's clear being based in Las Vegas and Reno has given us rich experience and expertise in travel and tourism, but being Nevadans has also made us genuine, resourceful and open.***



***We know that we don't and can't know it all. We believe collaboration is key in the complex modern marketing landscape. We know that collective growth and learning is exponential growth and learning. That's why we've filled our offices with other creative and technology companies, from a well-published photographer to a national video production company and five insanely entrepreneurial tech startups (one of which already has the mobile technology developed to integrate with a NCOT app through an API to provide the retail component you're looking to add). That collective environment has allowed for collisions of thought, culture and unique pioneering spirits.***

***And our belief in collaboration is also why we've brought national partners to the table to help NCOT achieve and surpass its goals.***

***In the following pages you'll see that we've added to our own extensive expertise in brand strategy, creative messaging, media strategy and Nevada-focused public relations with the complement of a best-of-breed public relations partner, i.d.e.a., that has key national experience, as well as one of the nation's leading independent agencies in digital strategy, Ciceron.***

***i.d.e.a. is a very close partner of ours out of San Diego that has grown the reputations of some of the biggest hospitality and tourism brands in the nation. They are part of our TAAN Worldwide network, which is one of the world's largest and most successful networks of independent communications agencies, featuring 51 members operating on every continent, 32 countries and 67 cities. This gives us access to partners from China to the U.K. and every region of the U.S. That also means that i.d.e.a. is not just a convenient partner for the purposes of this RFP. They are a true sister agency with which we collaborate with each other, consult each other, assist each other, learn from each other, share successes, failures, ideas and even financial statements.***

***Ciceron has been a digital partner of ours for nearly 10 years, having teamed up with us on multiple accounts, including NCOT. Their expertise in digital and social strategy is already decades deep, having literally started with the Internet, and is unsurpassed around the U.S. and in the travel and tourism industry.***

***As you will see, we have created an agency triumvirate that will provide NCOT with the passion, pride and expertise of a Nevada agency, as well as the perspective, connections and thought leadership of national partners. Not to mention the global power of imagination, innovation and influence of TAAN Worldwide.***

*There is a quote from Ralph Waldo Emerson that we live by at The Glenn Group: "Do not go where the path may lead; go instead where there is no path and leave a trail."*

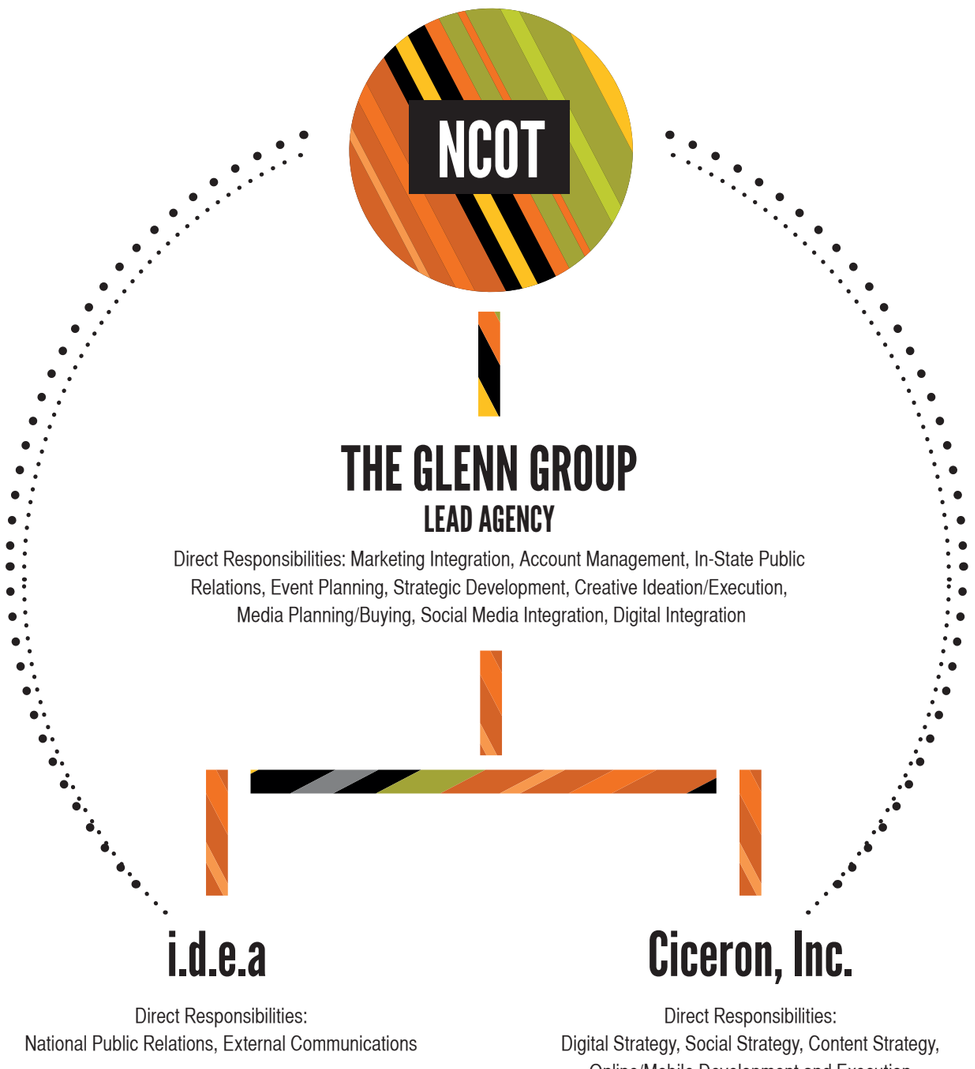
***This team is ready to blaze that trail. We're ready for imaginative collaboration with the NCOT. We're ready to create initiatives the travel industry has yet to see. We're ready to produce the pioneering thinking and innovations the world has come to expect from Nevada. We're ready to live the words, "Don't fence me in." Because that's already what we believe.***

# THE GLENN GROUP'S SUBSTANTIAL EXPERIENCE IN NEVADA

MANDALAY BAY
GSR GRAND SIERRA RESORT AND CASINO
SEMINOLE Hard Rock HOTEL & CASINO
Sheraton HOTELS & RESORTS
STRATOSPHERE HOTEL | CASINO | TOWER
NATIONAL CHAMPIONSHIP AIR RACES
THE hotel AT MANDALAY BAY
CARLSON REZIDOR HOTEL GROUP
nevăda TravelNevada.com
SAN DIEGO
KSL RESORTS
MGM GRAND
W HOTELS
BALBOA PARK THE SAN DIEGO MUSEUM OF ART
DELTA VACATIONS
Radisson BLU
THE MOB MUSEUM National Museum of Organized Crime & Law Enforcement
Monte Carlo LAS VEGAS RESORT AND CASINO
MIRAVAL Resort & Spa
explore MINNESOTA
KIMPTON hotels & restaurants
ST REGIS
allegiant Travel is our deal.
Harrah's
Hilton
RoyalCaribbean INTERNATIONAL
SOMERPOINTE RESORTS
Marriott
MONTEREY COUNTY CONVENTION AND VISITORS BUREAU
PALA CASINO·RESORT·SPA
PALMS
SILVER LEGACY RESORT • CASINO • RENO
Carnival
Seaport Village
RENO TAHOE USA Reno-Sparks Convention and Visitors Authority
Minneapolis City by Nature
Hard Rock HOTEL
Excalibur HOTEL•CASINO•LAS VEGAS

Combined national travel and tourism experience of The Glenn Group, i.d.e.a. and Ciceron, Inc.'s integrated marketing team

# 3.1 PROPOSAL DELIVERABLES
# 3.1.1 OVERVIEW OF CAPABILITIES






***Below you'll find the expertise of The Glenn Group listed, as well as the expertise of each of our agency partners. We've highlighted the services (✦) from each agency that would be specific to the Nevada Commission on Tourism account, but we've also included other capabilities, some of which overlap, to illustrate that this team has a deep understanding of marketing and has collaborative resources that will provide exponential benefits. We're confident of that because one of the things The Glenn Group does best, and will do as the Lead Agency, is to identify needs, connect dots and integrate marketing services, both internally and with partners. In the modern marketing landscape, you have to be adept at knocking down silos (and fences), collaborating and integrating. We take great pride in our ability to help clients integrate internally, integrate with clients, as well as bring partners together to complete an integrated marketing mix.***

## THE GLENN GROUP EXPERTISE

***THE PROBLEM PERSPECTIVE***

*Challenge/Opportunity Discovery (What is the problem you're facing?) ✦*

***STRATEGIC INSIGHTS***

*Account Planning/Consumer Insights ✦*
*Competitive Insights ✦*

***INNOVATIVE COMMUNICATION DESIGN***

*Marketing Integration/Account Management ✦*
*PR Strategy, Planning & Implementation ✦*
*Advertising Strategy & Design ✦*
*Media Strategy, Planning, Buying & Consulting ✦*
*Social Impact Program Ideation & Installation*
*Events & Grassroots Programs ✦*
*Digital Strategy & Design*
*Social Media Strategy, Consulting & Implementation ✦*
*Creative Technology*
*Motion Design ✦*

## i.d.e.a. EXPERTISE

*Reputation (PR) ✦*
*Brand Management*
*Social*
*Digital*
*Media*
*Strategy*
*Design*
*Brand Purpose*

## CICERON, INC. EXPERTISE

***STRATEGY***
*Digital Strategy ✦*
*Social Strategy ✦*
*Content Strategy ✦*

***BRAND ADVOCACY***
*Brand Advocacy Programs*
*Loyalty & Reward Programs*
*Reputation Management*
*Influencer Marketing*

***CONSUMER INSIGHTS***
*Consumer Insights Services*
*Digital Snapshot ✦*

***EXPERIENCES***
*Web Design & Development ✦*
*Email Marketing & Automation ✦*
*Search Marketing ✦*
*Paid Media*
*Social Marketing*
*Integrated Marketing Campaigns*

## 3.1.1.1 INTEGRATED MARKETING CAMPAIGN CASE STUDIES

# THE GLENN GROUP CASE STUDIES:

## NEVADA COMMISSION ON TOURISM "ICON" CAMPAIGN

***An example of differentiating Nevada among a cluttered set of competitors that were also pushing outdoor recreation by leveraging Nevada's most common perceptions and misperceptions to create a response-generating and awareness-building campaign. (PLEASE SEE TELEVISION IN ATTACHED THUMB DRIVE.)***

***SITUATION. The Nevada Commission on Tourism (NCOT) sought to change the public's perception of Nevada. Most people outside the state believed Nevada was nothing more than Las Vegas and had the misperception that the rest of Nevada was a vast desert wasteland. The NCOT engaged The Glenn Group to create a compelling advertising campaign that would showcase the variety of recreational activities found in the rural areas of the state – and differentiate Nevada from its competitor destinations, which included California, Arizona and Colorado.***

***STRATEGY. In order to meet the above objectives outlined by the NCOT, The Glenn Group created a campaign with the following goals:***

- ***Brand Nevada as more than a gaming destination by increasing awareness of the state's outdoor recreational activities.***
- ***Increase visits to the NCOT website that would result in requests for additional information (responses).***

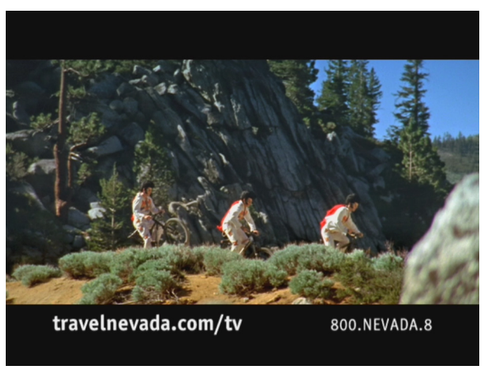
***A review of competitive destinations' creative materials revealed their advertisements looked very similar, with little to differentiate one location from another. To address this challenge, The Glenn Group leveraged the stereotype of Nevada as a gaming and entertainment destination to build awareness of its stunning scenery and outdoor recreational opportunities.***

***The result was the Nevada "Icons" campaign, which juxtaposed images readily associated with Nevada with those not usually connected with the state: four print ads featuring Wayne Newton fishing in Pyramid Lake, Elvis impersonators biking through Lamoille Canyon in Elko, the Blue Man Group kayaking on Lake Tahoe and Vegas Showgirls skiing the Tahoe Rim Trail. Each brought to life the idea that there is much more to Nevada than Las Vegas. The Glenn Group expanded the reach of the single dimensional print-only media campaign***

*with the addition of a television spot featuring the biking Elvis impersonators and direct email marketing. The Glenn Group was able to stay within the same budget as the print-only campaign by introducing direct response national cable television (DRTV) and online CPA (cost-per-acquisition) campaigns while tightening the print mix to publications that delivered the most competitive costs-per-lead. The recommendation of direct response national cable television was based on the need to educate the consumer visually that Nevada had more to offer than Las Vegas, but at a fraction of the cost of traditional television. An added benefit was the ability to track DRTV by network, with the opportunity to optimize based on response counts per network. The branding function of print and television was complemented with a cost-per-acquisition solo email online campaign. The NCOT paid for online respondents who not only clicked through to NCOT's landing page, but also provided information to obtain additional Nevada travel information.*

*RESULTS. At the beginning of the relationship with the NCOT in 2003, its advertising program generated a total of 184,744 responses per year. The fiscal year of 2006/2007 generated 581,490 responses, an increase of 215%. During that year, record-breaking months saw response increases that ranged from +215% to +466%. Additionally, advertising awareness of Nevada increased 53%.*

*Our "Icons" campaign has been recognized with many creative awards including three national ADDYs in 2007 and 2008 and a series of Hospitality Sales and Marketing Association International Adrian Awards, including a coveted Platinum Adrian Award.*



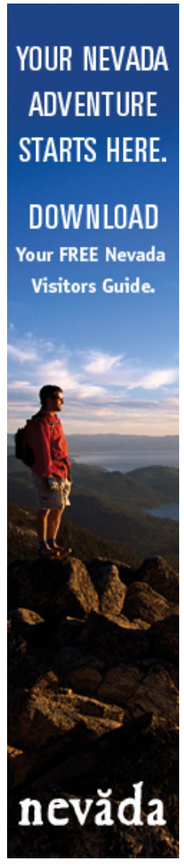
NEVADA COMMISSION ON TOURISM | TV

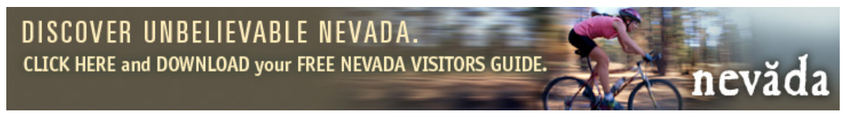
PLEASE SEE TELEVISION COMMERCIAL IN ATTACHED THUMB DRIVE.

NEVADA COMMISSION ON TOURISM | EBLASTS

NEVADA COMMISSION ON TOURISM | PRINT

NEVADA COMMISSION ON TOURISM | PRINT






NEVADA COMMISSION ON TOURISM | WEB BANNERS



# NEVADA SECRETARY OF STATE'S OFFICE VOTER REGISTRATION PUBLIC EDUCATION CAMPAIGN

***While this case study is not travel or tourism based, it demonstrates a truly integrated campaign utilizing extremely targeted efforts within Nevada through paid media, earned media, social media and grassroots, with significant results.***

***SITUATION.*** ***With 680,000 eligible unregistered Nevada residents, it was evident that there was a need to increase the number of registered voters in the state of Nevada before the 2012 presidential election. With annual funding from Help America Vote Act (HAVA), a new online voter registration method became available allowing more Nevadans to register in a quick, convenient and secure manner. Tasked with educating this target audience about the new online method, The Glenn Group worked with the Secretary of State's Office to plan and execute a public education campaign to increase the number of registered voters.***

***STRATEGY.*** ***Given client budget and time constraints, The Glenn Group developed a campaign that created exposure for the Secretary of State's Office and the online voter registration capabilities in Nevada, relying heavily on non-traditional grassroots tactics to generate earned media opportunities about voter registration, while also incorporating traditional TV, outdoor and radio and non-traditional media such as gas pump toppers and online advertising. The goal of the campaign was to educate Nevada residents about the online voter registration method by positioning it as a quick, convenient and secure method, and a must in order to vote in the next election. By generating earned media stories educating citizens about the online registration method and the voter registration process, conducting community outreach activities and educating eligible voters in the target audiences, an integrated voter registration education campaign was developed.***

***While the prospective voter was being exposed to paid media messaging, they also benefitted from earned media stories that offered citizens expanded explanation and education about the online registration method, the voter registration process, as well as how to update their registration information. This was further enhanced by community outreach activities that were implemented in convenient neighborhood gathering locations, offering personal interaction with the ability to answer questions about the process.***

***The campaign was designed to target the primary audience of individuals aged 25-44 and the secondary audience of individuals aged 18-54 focusing on higher populations in Clark and Washoe counties as well as other rural counties.***

PHOTOS by JESSICA EBELHAR/LAS VEGAS REVIEW-JOURNAL

Raul Garza, left, who works with the Mi Familia Vota organization, registers Bethsy Gallindo on Tuesday to vote at the Martin Luther King Family Health Center of Nevada Health Centers. At right, Maritza Rodriguez, who also works with Mi Familia Vota, watches.

# Voters prefer online over in line

*State encourages Internet registration to save money, reduce number of nonvoters*

By RICHARD LAKE
LAS VEGAS REVIEW-JOURNAL

If you gathered up all the Nevadans who are eligible to vote but haven't bothered to register, you could fill the six largest football stadiums in the country.

Once those people left the stadiums, they could populate a city the size of Baltimore.

But the number — about 623,000 — is shrinking fast.

Like everything else that's changing, this, too, is because of the Internet.

The secretary of state's office said Tuesday that since they started promoting a new online voter registration system, people are registering at double the previous rate.

"We have far too many eligible, unregistered voters in Nevada," Secretary of State Ross Miller said.

Tuesday was national Voter Registration Day. To that end, Miller visited several voter registration drives in Las Vegas.

He was touting the new online registration system.

Nevada is one of 12 states where voters can register online and one of only two where voters can register on Facebook.

▶ SEE VOTERS PAGE 3B
*Online registration pushed to save time, money*

Nevada Secretary of State Ross Miller talks during a Tuesday visit to a voter registration drive at the Martin Luther King Family Health Center.

**REGISTER TO VOTE**

The deadline to register to vote for the Nov. 6 election is Oct. 6 online or by mail, or Oct. 16 in person.

Nevada residents can register to vote online at www.RegisterToVoteNV.gov or on Facebook at https://apps.facebook.com/nvsosnova/

LAS VEGAS SUN

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1 Comments

# Voter registration closes Saturday

By Dylan Scott
Friday, Oct. 1, 2010 | 1:36 p.m.

Saturday is the last day to register to vote, so the Clark County election department is holding a series of registration drives at area malls.

Officials will be stationed at the Las Vegas Outlet Center, on Las Vegas Boulevard; Boulevard Mall, on Maryland Parkway, Galleria Mall, on Sunset Road; and Meadows Mall, on Meadows Lane. They will accept applications from 10 a.m. to 9 p.m.

The Clark County Election Center will also open for special hours on Saturday from 8 a.m. to 9 p.m.

Beyond the Sun

- Clark County Election Department

RENO GAZETTE-JOURNAL/RGJ.COM

SATURDAY, OCTOBER 20, 2012 • 3A

## DECISION 2012

# Voting starts today; registrations set record

By Emerson Marcus
emarcus@rgj.com

In one of the first elections in Nevada history in 1858, citizens of then-Utah Territory voted in Carson City on two party tickets: one Mormon and one anti-Mormon.

Democracy in the Silver State has evolved a lot since that election. For starters, Nevada is now a state, and Republican former Massachusetts Gov. Mitt Romney is the first Mormon on a major presidential ticket.

Two of the most recent evolutions — early voting and online registration — have expanded democracy in Washoe County by making it easier for voters, Washoe County senior deputy registrar Luanne Cutler said.

Nevada registered a record number of voters statewide. The secretary of state's office said Friday that more than 1.2 million Nevadans registered: 526,986 (41.9 percent) were Democrats; 436,799 (34.73) were Republicans.

Early voting begins today at 22 county locations, and a record amount of county voters — 241,400 — are registered to cast ballots until early voting ends Nov. 2 and on Election Day on Nov. 6.

Washoe County early voting began in the mid-1990s, but it was only held at the registrar's office where voters submitted paper ballots.

"It was very quiet initially because it really wasn't publicized," said Cutler, who was a polling place coordinator in 1996. "When they started getting wind of how much people liked it, it just started growing slowly and has morphed itself into the monster that it is now."

Monster in size, not as a problem, Cutler said.

"It seemed initially as an unnecessary burden," she said. "It made us run three separate elections, in addition to absentee ballots and polling places on Election Day."

But the benefit for Washoe County citizens outweighs the extra work, she said.

In 2008, almost twice as many Washoe County citizens voted early: 101,787 compared to 56,569 voters on Election Day.

Democrats and Republicans are treating the first day of early voting as if it were the first Tuesday in November. Republican Lt. Gov. Brian Krolicki and U.S. Sen. Dean Heller will speak at 11:30 a.m. today on the importance of early voting at the GOP headquarters, 3702 S. Virginia St. Obama for America started its "We Decide" campaign last week to educate people on early voting.

Heller is running in a close Senate race against Democratic U.S. Rep. Shelley Berkley. Also in the Senate race is David Lory Vanderbeek of the Independent American Party, a therapist.

The Democrats are also featuring women's rights advocate Sandra Fluke in Carson City and Reno. Fluke is scheduled to be at the Sak 'N Save Food Store, 1901 Silverada Blvd., at 3:30 p.m. today. Former Republican presidential candidate Rick Perry, the governor of Texas, visits Reno on Sunday.

Truckee Meadows Community College professor Fred Lokken said early voting is obviously more convenient for voters by reducing the size of lines at the ballot box, but it's hard to prove early voting increases democracy, he said. Voting numbers are up, but they have stayed the same by percentage to population in Washoe County.

He said it also presents timing issues for candidates.

"It's probably been a net good thing, beyond that though there is a growing frustration," he said. "Candidates find it hard because you usually have a target of Election Day; now you have three targets: absentee ballots, Election Day and early voting. It's can be difficult to know when to roll out certain information."

**ON THE WEB**

Early voting schedule and locations: http://bit.ly/S3N7PU.

**ON RGJ.COM**

**RGJ.COM/POLITICS:** Find past coverage of other state and federal races.

**RGJ.COM/CANDIDATES:** Find candidate biographical details and answers to issue-related questions. Also, see who the RGJ backs and watch our candidate interviews.

**WASHOE COUNTY OVERALL VOTING**

**1996:** 109,489 voted. 173,275 registered.
**2000:** 122,493 voted. 181,795 registered.
**2004:** 159,511 voted. 233,811 registered.
**2008:** 180,676 voted. 231,437 registered.
**2012:** 241,400 registrations.
*Source: Washoe County Registrar's office*

**WASHOE COUNTY POPULATION**

Washoe County population and percentage of registered votes.

**1996:** 307,040 (56 percent registered)
**2000:** 341,415 (53%)
**2004:** 381,377 (61%)
**2008:** 412,219 (56%)
**2011:** 425,710 (57%)
*Source: U.S. Census Bureau*

NEVADA SECRETARY OF STATE'S OFFICE | SAMPLING OF ONLINE AND PRINT PRESS CLIPS

NEVADA SECRETARY OF STATE'S OFFICE - POSTER

NEVADA SECRETARY OF STATE'S OFFICE | GAS PUMP TOPPER

***RESULTS.*** ***The integrated campaign launched in August 2012, and ran through October 6, 2012, with the primary objective to drive voters to register to vote online at www.registertovotenv.gov.***

***Impressive campaign highlights are as follows:***

- *55,690 total online voter registrations (new and updates) between September 10, 2012 and October 6, 2012.*
- *1,122,236 active registrants in August 2012.*
- *1,187,238 active registrants in September 2012.*
- *1,257,621 active registrants statewide at the close of registration in October 2012, representing 83.8% of those eligible to vote. As compared to California, for example, which reported 76.66% of eligible voters had registered as of October 22, 2012.*
- *138,045 more registered voters than the 2010 general election close-of-registration figures.*

***In a short three-month period, in a state with limited media channels, state-wide earned media resulted in 189 stories valued at $430,932***

- *Print Media Tracking: $82,284.50 in media value.*
- *Broadcast Media Tracking: $236,594.00 in media value.*
- *Web Media Tracking: $46,809.66 in media value.*
- *Radio Tracking: $65,244.00 in media value.*

***Overall statewide campaign paid media delivery impressions: 147,905,544***

- *Combined impressions all media types, Northern Nevada: 28,855,219.*
- *Combined impressions all media types, Southern Nevada: 119,050,325.*

NEVADA SECRETARY OF STATE'S OFFICE | TV

PLEASE SEE TELEVISION COMMERCIAL IN ATTACHED THUMB DRIVE.



# SEMINOLE HARD ROCK HOTEL/CASINOS "YOU KNOW" CAMPAIGN

***This case study provides an example of The Glenn Group working with an existing brand that had a well-established message and value proposition (much like NCOT does). We were tasked with strategically refining the message to appeal to a new generationally-targeted audience outside of their core demographic, while remaining true to the brand's core position and vibe. (PLEASE SEE TELEVISION IN ATTACHED THUMB DRIVE.)***

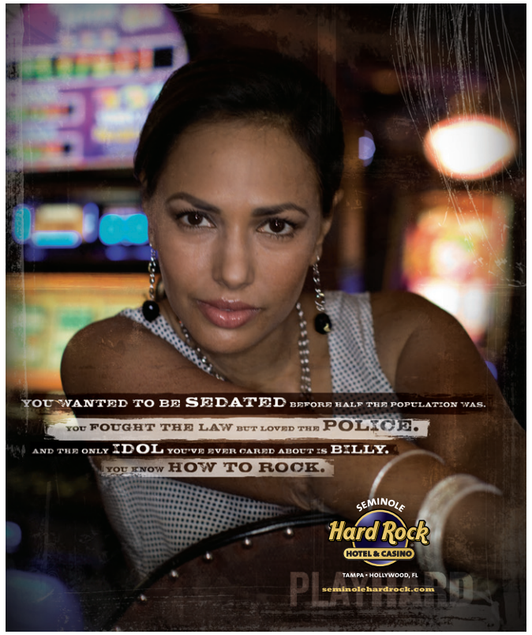
***SITUATION.*** ***In 2010, The Seminole Hard Rock Hotels & Casinos needed to develop a new, integrated brand campaign for their two properties in Hollywood and Tampa, Florida. For years, both properties were running more "generic" brand advertising that spoke to their amenities and casino offerings, without really leveraging the internationally known Hard Rock brand. Because the Hard Rock brand is about so much more than just a hotel or casino experience, this new campaign needed to reflect this special connection people had with the brand. It's about a rock and roll attitude, authenticity and nostalgia and everyone who walks through their doors feels a different version of that.***

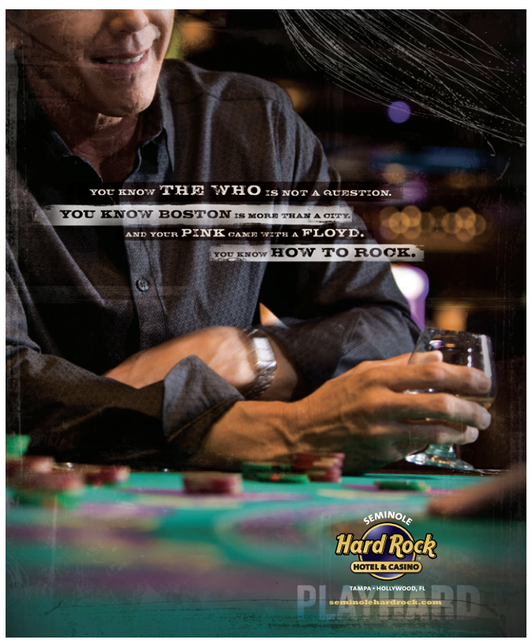
***STRATEGY.*** ***We wanted to reach the Seminole Hard Rock's sweet spot target audience, which are 55 year olds, with an emotional appeal to their old-school, classic-rock sensibilities. This demographic comprised the most valuable tier of their player's club database and represented the area of most potential growth from the surrounding communities.***

***With this campaign, we wanted to let this group know there is a casino-hotel where they can "rock" like they did back in the day – a place that "gets" them. The campaign tapped directly into one of the main pillars of the Hard Rock brand – rock and roll music. By juxtaposing bands and lyrics from the 60s & 70s with modern day rock references, the campaign was able to show the target that not only did they start the revolution, but they still "knew how to rock" and this was the place for them to do it.***

***This integrated campaign was a combination of local/regional television and radio, outdoor boards, players' publications, in-room guest books, public relations and social media, where there was a contest to come up with your own "You Know How to Rock" comparisons.***

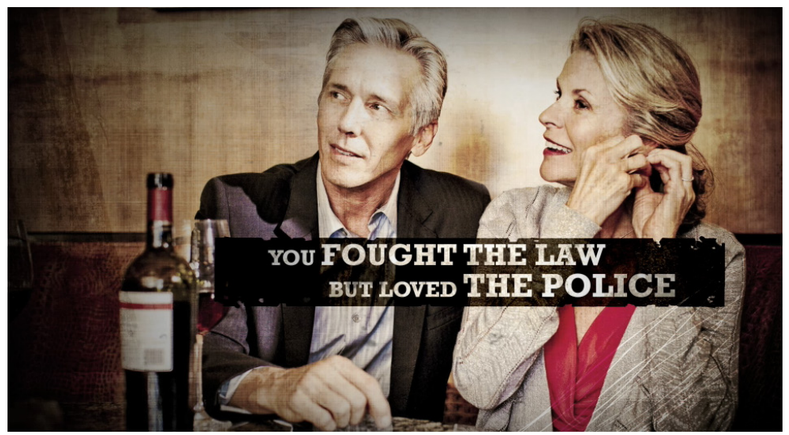
***RESULTS.*** ***The result was a cohesive, emotion-evoking campaign where the positive customer feedback and social media interaction was overwhelming. Casino traffic saw an increase at both properties, brand affinity monitoring scores spiked in the subsequent studies and the CEO credited the campaign with year-over-year revenue increases.***




SEMINOLE HARD ROCK | PRINT

SEMINOLE HARD ROCK | TV



PLEASE SEE TELEVISION COMMERCIAL IN ATTACHED THUMB DRIVE.

SEMINOLE HARD ROCK | OUTDOOR

# NEVADA SESQUICENTENNIAL CELEBRATION

***The Glenn Group has been very proud to be the Agency of Record for all of the communications efforts surrounding the celebration of our state's sesquicentennial. The following case study demonstrates our extensive outreach to every corner of the state and the achievement of extremely high levels of awareness around the celebration of Nevada's 150th birthday.***

***SITUATION. On October 31, 2013, the State of Nevada kicked-off the celebration of its 150th Anniversary of Statehood. Through an executive order by Governor Sandoval, the festivities commemorating the Sesquicentennial will take place through November 1, 2014. In his order, the Governor stated that he wanted all Nevadans to have the opportunity to engage in the celebration through events and projects. As proud Nevadans with a rich history and deep roots in the state, The Glenn Group PR team took on the challenge and developed a public relations program that would reach the far corners of the state and beyond. Following are a few highlights of the many facets of the Nevada 150.***

***STRATEGY. With only three months to plan a launch, the PR team strategized the most effective way for Nevadans to engage in activities and events planned throughout the year. The team developed an integrated campaign of media relations and community outreach tactics to increase exposure and awareness.***

***One of the first orders of business was a media tour of our major news outlets in the northern and southern parts of the state to educate them about the upcoming kick-off and begin developing story ideas and encourage their support through ongoing features, news briefs and stories. As well, we developed relationships with the Nevada Press Association and Nevada Broadcasters to ensure that all of our media outlets were represented. This strategy has proven successful as the two organizations have developed their own programs to commemorate the celebration with their members. Media partners have shared their stories through feeds to affiliate stations in both the northern and southern parts of the state. This has helped us bridge the gap between the two most populated areas of the state bringing elements of the celebration to all Nevadans.***

***Understanding that many organizations would be planning their own events, we developed a community outreach component connecting with Chambers of Commerce, historic preservation organizations and businesses to encourage them to develop ideas that we would then support through our media relations and online programs.***

***RESULTS. While we continue to celebrate Nevada's Sesquicentennial, the PR program has achieved great success. We have built awareness about the Sesquicentennial throughout the state and Nevadans are engaging through a variety of festivals, events and activities. More than 300 events have been planned for the year-long celebration including those through state parks, museums, schools/universities, civic and arts/culture organizations and many others. Nevadans have been inspired to attend events, share their stories, join our social media forums, and visit the website.***

LAS VEGAS REVIEW-JOURNAL

Commemorative Nevada statehood stamp unveiled in Las Vegas

RGJ Reno Gazette-Journal

Nevada Sesquicentennial Fair fills void

RENO GAZETTE-JOURNAL

OUR NEVADA

MINTING A KEEPSAKE OF NEVADA HISTORY

ADVICE TO DEONTE: ATTACK

RENO GAZETTE-JOURNAL

Grouse plan revised

USS NEVADA MEMORIAL · 1914 - 2014

WITH HONORS

Nevada pays tribute to namesake battleship on its 100th anniversary

LAS VEGAS SUN THURSDAY, JULY 24, 2014 ENTERTAINMENT | 7

Powerhouse stars, acts lining up for Nevada 150th anniversary show

NEVADA 150 | SAMPLING OF ONLINE AND PRINT PRESS CLIPS

The development of media partnerships with nearly all of the mainstream print outlets in the state including the Las Vegas Review-Journal, Las Vegas Sun, Reno Gazette-Journal, Nevada Press Association, Humboldt Sun and Elko Daily Free Press, has helped us tell the story of our heritage, culture and festivities. Weekly columns, features and news briefs are included in the three largest print outlets in the state. Our broadcast partners have been creative in their support finding ways to highlight Nevada treasures, businesses, parks, schools and people. Following are some of our earned media results to date:

- 1,045 identified print stories with an advertising value of $1,243,550.
- 328 broadcast stories with an audience estimate of 13,660,098 viewers and ad value of nearly $400,000.
- 635 online stories, total traffic rank of 552,036,944, and total reach rank of 513,550,189.

Engaging with Nevadans through community outreach and grassroots support, the team has collaborated with businesses such as Las Vegas Harley-Davidson to promote a donated Sesquicentennial motorcycle, Wells Fargo supports the commemorative medallion program through paid sponsorship and an in-branch educational program, and organizations such as the Nevada Women's History Project supporting their events such as "First Ladies First," the Nevada Museum of Art on the 36th Star exhibit, Nevada Humanities, Nevada 150 Birthday Cake Committee – the volunteers who baked a 9,000 piece cake with the assistance of Carson-Tahoe Hospital, the Paiute Indian Tribe, the Tonopah Chamber of Commerce, schools and many others who are planning and celebrating with events throughout the state. Programs to select the commemorative medallions have been another tactic to encourage participation. Nearly 5,000 of Nevada's schoolchildren selected the design of the third of four Sesquicentennial medallions; all classes that voted were entered into a drawing to win free copper medallions for the students and their teacher. A first grade class in Yerington won the contest.

The Nevada 150 website also provides a forum for the community to participate in the celebration. The Nevadan Stories blog was created for people to tell their stories and share memories and photos.

Submissions from Nevadans throughout the country and even a visitor from the UK inspire others to share their stories. When the celebration is complete the blog will become a significant part of our year-long historic record. Through social media platforms of Twitter and Facebook, the Sesquicentennial celebration engages with people throughout the country. During the month of May, the website had more than 10,000 unique visits. Throughout the last ten months, we've organically established a social media presence with more than 1,500 Facebook fans and 800 Twitter followers.

Nevada and the west

Nevada 150 looks at 1988 PEPCON blasts PAGE 2B

INSIDE OBITUARIES 4B OPINION 6B

CITY DESK • 383-0264 LAS VEGAS REVIEW-JOURNAL • WEDNESDAY, JANUARY 29, 2014 SECTION B

PERKS OF THE POSITION

Smatresk's Texas post pays

Departing UNLV president gets $505,000 base salary, operating budget, allowances

By YESENIA AMARO
LAS VEGAS REVIEW-JOURNAL

Departing UNLV President Neal Smatresk will earn $505,000 in base salary as the new leader of the University of North Texas.

His annual base salary at the University of Nevada, Las Vegas was $246,426, with a total compensation package of $447,424.

Smatresk's resignation as UNLV president is effective Sunday. He starts his new post on Monday, and his contract extends to Jan. 31, 2017, according to a copy of the document obtained by the Review-Journal.

He also will be provided with an operating budget for business purposes to cover cell and wireless devices, a computer, Internet services and memberships in national and state academic organizations.

Under his new contract with the Texas university in Denton, a community northwest of Dallas, he will be eligible for travel reimbursement, club memberships and a moving allowance. Specific amounts for those items were not included in his contract.

Future salary increases and other compensation for Smatresk will be determined by the system's Board of Regents on the recommendation of the chancellor. The regents also have the option of approving, on the chancellor's recommendation, an annual bonus or one-time salary increase based on Smatresk's performance.

▶ SEE SMATRESK PAGE 8B
Don Snyder named acting president

Neal Smatresk
Base pay soars

John L. Smith
COMMENTARY

In marshals cleanup, judge lowers the broom

The local judicial system has been receiving a much-needed housecleaning, but Family Court Judge Frank Sullivan didn't get the memo.

Sullivan in March unwisely decided to try to help protect embattled courthouse Marshal Steve Rushfield, a central figure in an ongoing FBI investigation, by taking him on as his personal judicial marshal.

Dumb, dumb, dumb.

Rushfield, suspected of misconduct around Family Court, was suspended in December. Now some courthouse insiders are wondering whether statements by those being investigated, given under penalty of perjury, are matching up with the facts.

Sullivan might have had the best of intentions, but his act of extreme blockheadedness only further complicated life for Chief District Judge Jennifer Togliatti as she continues to push to improve the professional standards of the court's approximately 100 marshals.

The vast majority of those marshals are real professionals despite their inferior pay and bruised credibility because of the ongoing federal criminal investigation. Togliatti on Monday defended her marshals as a group and vented some of her frustrations with the Las

STANZAS FIT FOR THE SILVER STATE

ROSS ANDRESON/ELKO DAILY FREE PRESS
Waddie Mitchell recites "Dame Nevada" on Monday at the Cowboy Poetry Gathering at the G Three Bar Theater of the Western Folklife Center in Elko. Mitchell was hired by the state Sesquicentennial Commission to deliver an official state 150th anniversary poem.

In sesquicentennial poem, Mitchell describes place of opportunity, tolerance

By ED VOGEL
LAS VEGAS REVIEW-JOURNAL CAPITAL BUREAU

CARSON CITY

Ah Nevada, "the enigma in disguise" where people "will prosper and live well" if they only pay attention to the Native American wisdom to "live within her wishes."

That is the essence of Elko County cowboy poet Waddie Mitchell's "Dame Nevada," the poem he delivered in Elko for all of Nevada during the national Cowboy Poetry Gathering on Monday night.

Mitchell was hired by the state Sesquicentennial Commission a month ago to deliver an official state 150th anniversary poem. He again delivered poetry as he has over the past 30 years in a career that taken him away from the ranch, but brought him wealth and journeys around the world.

It's a poem about a tough, proud state and people who won't compromise their values but remain open-minded about the beliefs of others and are "liberal with their love."

Anyone who has lived here for decades would have to agree. This was the place where people came to find work and fulfill their dreams, while not only tolerating but welcoming newcomers. The past five years of the Great Recession, unemployment and drought have been a tragedy, but the hope and the spirit of Nevadans remain.

Mitchell captures that in "Dame Nevada." To accomplish that goal, he says: "Pard, it wasn't easy."

"I was doing shows in Colorado when my manager called and said they wanted a poem and they want it by the gathering," Mitchell said in a telephone interview. "I

▶ SEE STANZAS PAGE 8B
Poet on the road 200 nights a year

Federal trial encounters issue of Desai's competency

# ONE DOLLAR OFFICE SPACE

This case study has nothing to do with travel or tourism, but it does a couple of things we think are of interest. One, The Glenn Group has always been committed to the Nevada communities in which we've been fortunate to live and work, so giving back is one of our guiding principles – this was our way of giving back to the downtown Las Vegas community and supporting the burgeoning tech start-up environment there. Also, technology and innovation is part of what we do every day, so it felt natural for us to do this. And finally, this is a great demonstration of the creative, innovative and integrated use of earned, social and grassroots communications efforts that resulted in amazing outcomes.

SITUATION. The Downtown Project, led by Zappos CEO Tony Hsieh, has been working to revitalize and transform downtown Las Vegas into the largest community-focused city in the world. As a resident of the downtown district, The Glenn Group believes in this vision. Not only do we believe it, but we also want to be part of it. The Downtown Project recognizes that community development is more about the people than the real estate, and what better way to bring people together than in co-working spaces. Bringing together passionate people in shared spaces creates collaboration, innovation and opportunities. With an atmosphere of collaboration already established in The Glenn Group's office, it seemed only natural to extend some of our space to an aspiring tech startup.

As proven through surveys, people who work in co-working spaces reported to be more productive, confident and creative in their work. Reports show that 71 percent of people surveyed were more creative, 62 percent reported that their measure of work improved significantly and 90 percent said they felt more confident when co-working.

So, in honor of Las Vegas Startup Weekend and the inaugural year of SXSW V2V, we decided to launch #1DollarOfficeSpace, an opportunity for tech startups to win office space in downtown Las Vegas for $1 a month (for up to 12 months). To be considered, tech startups had to submit a video application via Instagram tagged with #1DollarOfficeSpace and @TheGlennGroup throughout the month of August 2013. The space up for grabs was a collaborative area shared with The Glenn Group, as well as a photographer, production company and social media company, all housed in the iconic Holsum Lofts building located in downtown Las Vegas.

STRATEGY. The primary objective of this experiment was to firmly position The Glenn Group as a supporter and champion of downtown Las Vegas. We also believed strongly that our "experiment" would result in the beneficial impact of The Glenn Group being seen as an important business in downtown and result in opportunities for us to expand our influence in the community.

We clearly understood the reality of the project as one that would rely heavily on earned media through our own expertise in social media and community relations. Given the one-month time frame that we were working with, our expectations and hope were that we would receive some quality applicants from Las Vegas that would fit with our criteria and, just as importantly, fit with the personality of our own organization.

***OUR OUTREACH CONSISTED OF:***

***Social Media:*** ***Using The Glenn Group's Instagram, Twitter and Facebook, as well as a Tumblr page created specifically for #1DollarOfficeSpace, to generate conversations and excitement and ultimately house video applications, we created engaging content that explained our motivation and asked people to contribute their own ideas and dreams about what the impact would be on their business. We asked them to share those ideas with us through multiple platforms.***

***Media Relations:*** ***Leverage local media relationships to garner earned media stories, as well as establish new media relationships in the tech and startup industries both regionally and nationally with traditional media outlets and bloggers. We welcomed the media, local businesses and potential tenants with open houses that generated numerous earned media opportunities.***

***Community Outreach:*** ***Reach out to tech startups and the downtown community through various outreach tactics to make them aware of #1DollarOfficeSpace. Establish relationships with influential stakeholders, businesses and tech and startup industry professionals who could act as champions and judges for the contest.***

***Other Grassroots Tactics Included:***

- ***Designed and distributed "roommate wanted" flyers around the downtown area, as well as other co-working spaces, SXSW V2V events and Las Vegas Startup Weekend events.***
- ***Created interest and excitement through a series of Instagram videos teasing #1DollarOfficeSpace.***
- ***Promoted video submissions through content creation, such as a "Five Tips for Creating Your Video Application" Tumblr post and blog.***
- ***Attended local tech, startup or downtown events including SXSW V2V, Startup Weekend, Tech Cocktail and more.***
- ***Items that were purchased for $1 were handed out at each event with stickers pushing to Tumblr site.***
- ***The Glenn Group employees took turns playing "$1 Man" and passed out flyers at targeted events.***

***RESULTS. The campaign launched on August 1, 2013 and ended August 31, 2013. Given the reality of the timeframe with which we had to field the campaign and our own goals, the impact and results far exceeded our expectations.***

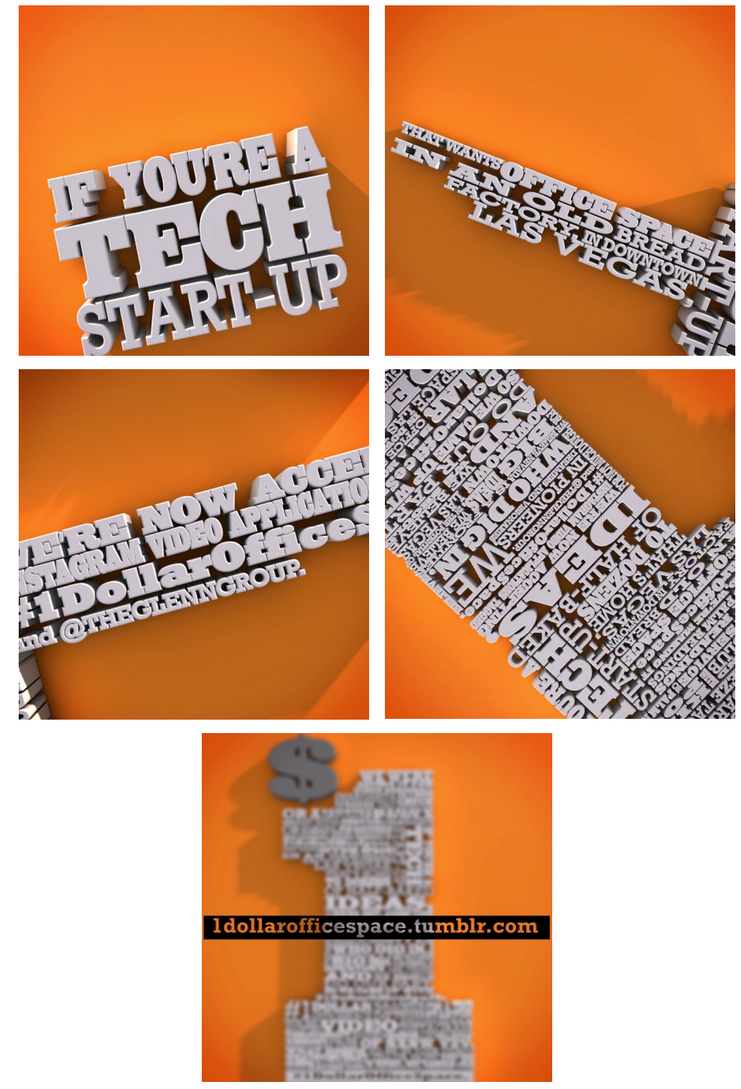
***Our most important metric was specifically tied to the type and quality of submissions that were received. It was critical that we were able to reward the contest to a truly innovative company with individuals that we believed would bring something to our community and to our office environment. We were thrilled when we received quality submissions from a number of tech startups not only from Las Vegas, but also from as far away as New York and Panama. In all, we received nearly 20 quality creative video submissions. As a surprise to even us, the campaign resulted in such a quality response, that we ended up announcing two winners to share the space: Record Setter and Computers for a Cause (a nonprofit that was able to move operations into Las Vegas based on winning #1DollarOfficeSpace).***

***As stated earlier, it was very important to The Glenn Group to insert ourselves into the conversation about what was happening in the community and the amount of media coverage the campaign received assured us that reality. We received tremendous coverage in the local market, but knew that our idea had legs when we were covered by national media outlets such as Inc. magazine highlighting the tech movement in Las Vegas and our role in making the move to Las Vegas a reality.***



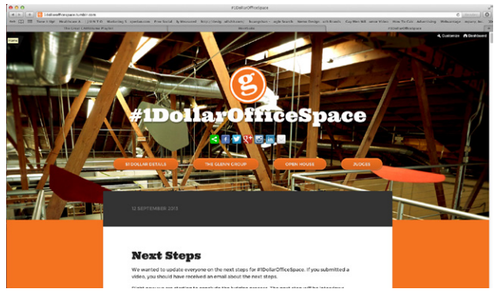
***In addition, we were also mentioned in other technology hotbeds, with articles in publications such as the Austin American Statesman and even the Korea Times.***

***The final result, and probably the most unexpected, if not unintended result of #1DollarOfficeSpace, was the impact it had on our own work environment and product. The serendipity of multiple organizations coming together to create an incubator for innovative ideas has resulted in positive outcomes for our organization including new business opportunities, relationships and talents.***




ONE DOLLAR OFFICE SPACE | INSTAGRAM VIDEOS

PLEASE SEE ONLINE VIDEOS IN ATTACHED THUMB DRIVE.



ONE DOLLAR OFFICE SPACE | COLLATERAL



# STRATOSPHERE CASINO, HOTEL & TOWER

***This case study is found in Part IB Confidential Technical Proposal, with our client's approval, as it is proprietary and has not yet launched.***

STRATOSPHERE

HOTEL | CASINO | TOWER

# i.d.e.a. CASE STUDIES:

## HARRAH'S RINCON CASINO & RESORT • DIVE DAYCLUB

***We've included this case study to illustrate our ability to target Gen X/Gen Y and push new visitation to a stagnating destination through grassroots event creation and integrated marketing. (PLEASE SEE CASE STUDY VIDEO IN ATTACHED THUMB DRIVE.)***

***SITUATION.*** ***In the midst of a $160 million property-wide renovation and expansion, Harrah's Rincon Casino & Resort (now Harrah's Resort Southern California) was set to debut the first phase – a major expansion of its pool area – in early July 2013. i.d.e.a. began work with Harrah's in April to discuss marketing the pool, which included not only upgrades to Harrah's existing pool, but the addition of a lazy river and a swim-up bar. The Harrah's marketing team decided they could take the new pool area in one of two directions: continue catering to the property's existing customer base, which has traditionally skewed middle aged or older, or do something bold and completely different that would target a new, more youthful crowd.***

***Together we created Dive Dayclub: a 21-and-up pool experience at the Rincon property, featuring its wild Adult Swim Saturdays parties with well-known electronic dance music (EDM) DJs every weekend. We aimed to create awareness around the new pool area and bring in a younger crowd from Southern California – with 25- to 44-year olds as our sweet spot – while being careful not to alienate Harrah's core gaming customers.***

***We put a five-month plan of action in place to use PR and social media in tandem with a standout creative campaign and ubiquitous traditional and digital media plan to overcome what people thought they knew about Harrah's. The objectives:***

- ***Earn placements in local and regional lifestyle publications and blogs, resulting in buzz-building coverage leading up to the opening of the pool and throughout the season.***
- ***Roll out a fully integrated and instantly recognizable creative campaign in the San Diego, Orange County, Los Angeles and Riverside markets.***
- ***Place media where we knew our target audience would be, both online and in real life.***
- ***Invite media and bloggers to preview the pool and experience it firsthand post grand opening.***
- ***Establish Dive on multiple social media platforms and build an active online community that would engage with the brand and, most importantly, share information with their networks.***
- ***Drive traffic to the Dive Dayclub website.***



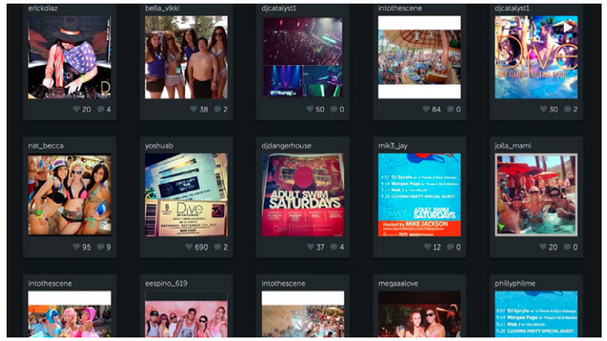
***STRATEGY.***

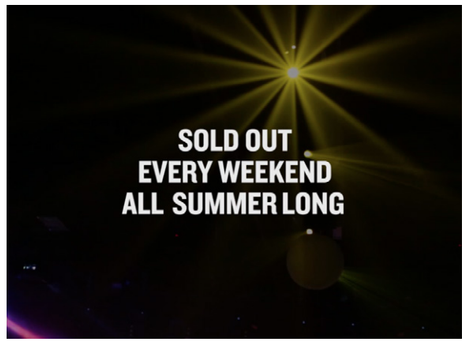
- ***Ongoing targeted local and regional media and blogger pitching for coverage of Dive.***
- ***Created an eye-catching creative campaign with visual elements that were woven into all PR and social executions, as well as radio, print, billboards, bus wraps, gym advertising, aerial banners, street teams, online display and social advertising.***
- ***Hosted a media preview event before the pool area's official opening, giving local media and bloggers an exclusive sneak peek.***
- ***Created a VIP lounge for media and bloggers invited to attend the first two Saturday parties.***
- ***Coordinated onsite experiences for visiting media throughout the season and interacted with them via Dive's social media while onsite.***
- ***Coordinated with our partner Five Group – who oversaw the production of Adult Swim Saturdays – and our creative team to acquire assets to promote each week's show on social and with media.***
- ***Promoted the upcoming weekend's DJ(s) via social media and through e-mail partnerships, interacting with the DJs on social and encouraging them to share information on their own channels.***
- ***Posted photos and video from the previous weekend's party every week, encouraging attendees to tag themselves and their friends.***
- ***Encouraged use of the #DiveDayclub and #DiveSoCal hashtags on Twitter and Instagram.***
- ***Worked with a local Yelp community manager to host a VIP day at the pool for 120 Elite Yelpers.***
- ***Leveraged media buys for hosted social media contests and editorial coverage as added value.***

***RESULTS.*** ***Both i.d.e.a. and Harrah's deemed the launch of Dive an enormous success:***

- ***Thousands of 21- to 35-year-olds partying at Dive every Saturday; attendance numbers peaked at more than 2,700 party-goers on August 24 (the parties continued through September).***
- ***More than 55 placements in target local and regional lifestyle outlets such as San Diego Magazine, Thrillist, Inland Empire Magazine, U-T San Diego, Fox 5 San Diego, PACIFIC Magazine and Riviera Magazine.***
- ***Additional national placements on Fodors.com and Forbes Travel Guide.***
- ***Coverage from all attendees of the media preview event.***
- ***Built a total online audience of more than 13,000 people, surpassing the online audience and engagement of Hard Rock's Intervention – which had a total online audience of 9,900 and had been on social media for more than two years – in a matter of three months.***
- ***More than 2,000 photos and videos posted by guests using #DiveDayclub hashtag on Instagram.***
- ***3,000 photos geo-tagged and 7,200 check-ins at Dive on Facebook.***
- ***46 five-star reviews from Yelp Elite event attendees resulting from the VIP party.***
- ***59 million Twitter impressions.***
- ***Campaign resulted in 267,434 total page views from 131,681 unique visitors to the Dive website in three months, and paid media drove more than 43 million online impressions.***
- ***Dive surpassed all of Harrah's revenue expectations including ticket, drink and food sales.***

A DIRECT QUOTE FROM DARRELL PILANT, HARRAH'S RINCON'S VICE PRESIDENT OF OPERATIONS AND MARKETING, SUMS IT UP: "I.D.E.A. CREATED MORE AWARENESS IN THREE MONTHS THAN WE HAVE IN THE PAST FIVE YEARS."





# DEL MAR THOROUGHBRED CLUB • HAUTE AS EVER

***This case study is another example of reviving an existing destination and driving new visitation by making it more attractive to a younger audience through creative event development, unique outreach and promotion. (PLEASE SEE CASE STUDY VIDEO IN ATTACHED THUMB DRIVE).***

***SITUATION.*** ***The Del Mar Thoroughbred Club began using Instagram during the summer of 2012 with mild success, garnering 849 followers who had uploaded 553 photos by the end of the track's seven-week meet (compared to 37,517 total Facebook fans and 9,903 total Twitter followers). With the explosion of the popularity of Instagram in the following year, however, we wanted to emphasize the photo-sharing platform during the 2013 season in order to showcase the beauty of the seaside track.***

***One of our key measurements for social media success in 2013 was to increase user-generated content on Instagram to drive awareness. We decided a key component of that would be to host a 1940s pinup-themed Instagram event, Haute As Ever – a play off Del Mar's well known "Cool As Ever" slogan – at the track to introduce a new audience to racing and generate buzz online. In doing so, we would break the standing record for the world's largest Instameet, previously set in Madrid in 2012 with 250 people. We aimed to combine the glamour and history of horse racing with the innovative and modern world of social media. Our strategies: team up with meaningful partners to bring Haute As Ever to life; reach out to bloggers and Instagram influencers to promote and attend the event; and create compelling content and leverage social channels to build awareness around the event, slated for late August.***

***STRATEGY.***

- ***Pitched local and regional media, bloggers and Instagram influencers to promote Haute As Ever to drive attendance, inviting them to join us that day as well.***
- ***Leveraged Del Mar's online community by promoting the event through all social channels: created a Facebook event page supported by Facebook ads for maximum reach; pinned our favorite 1940s looks on Pinterest and shared across Facebook and Twitter; and coordinated with Music Art Life and Instagramers San Diego to ensure consistent messaging across our various channels.***
- ***Developed a promotional guide for all event partners with recommended Facebook and Twitter content to make it easy for them to share information about the event.***
- ***Reached out to groups we knew would help spread the word to their networks: Instagramer groups worldwide, San Diego Ad Club and Social Media Club San Diego.***
- ***Event sponsors helped build excitement by providing content and cool prizes for the photo challenges.***
- ***Engaged attendees with photo challenges onsite and encouraged the use of #HauteAsEver13.***

**99 TV segments**
Opening Day

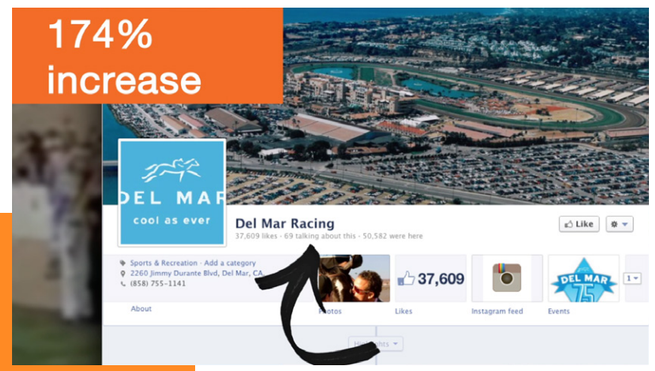
**44% increase**
over 2011

**the biggest season in its 75 year history**

***RESULTS.*** ***Success – we earned the title of world's largest Instameet!***

- ***More than 450 attendees at Haute As Ever, including Instagramers.com founder Phil Gonzalez and Dan Toffey, community manager for Instagram.***
- ***Instagramer groups from Mexico (@igersmexico), Tijuana (@igerstijuana), Arizona (@InstagramAZ), California (@California_Igers), Tucson (@IgersTucson), San Francisco (@igerssf), Temecula (@igerstemecula), Los Angeles (@igla) and Orange County (@IgersOrangeCounty) all present for the event.***
- ***Upwards of 1,054 user-generated Haute As Ever Instagram photos.***
- ***1.1 million estimated impressions from 215 Twitter mentions by 87 users.***
- ***Coverage on more than a dozen blogs, including Instagram's blog, as well as coverage from local online and TV media.***

***Haute As Ever was not only a success in its own right, it played a huge part in helping us meet and exceed our overall Instagram goals for the season. Fans uploaded 4,661 total photos and videos throughout the seven-week meet – a 743 percent increase from the 2012 season total of 553 photos (our goal was to reach 4,500 user-generated photos and videos in 2013).***




**Public relations** was key…

**374 placements**

JRES U-T San Diego Los Angeles Times CNN

**52% increase in new followers**



# INTERNATIONAL MOTORCYCLE SHOWS (IMS)

***We've included this case study to show a creative way to jumpstart a show, which had stalled out, through a buzz-creating campaign that had national and international impact, creating more intrigue from a wider audience. Ultimately it's another example of how approaching the same challenge in fresh and imaginative ways can drive awareness and visitation. (PLEASE SEE CASE STUDY VIDEO IN ATTACHED THUMB DRIVE.)***

***SITUATION.*** ***The Progressive International Motorcycle Shows (IMS) had been experiencing flat sales and listless engagement with its audience. Its campaigns were predictable with little that differentiated the brand or show. i.d.e.a. reviewed customer demographics, statistics on the show market by market and client goals. We then conducted our own topline research, compiled all this information and developed a creative brief to guide the team.***

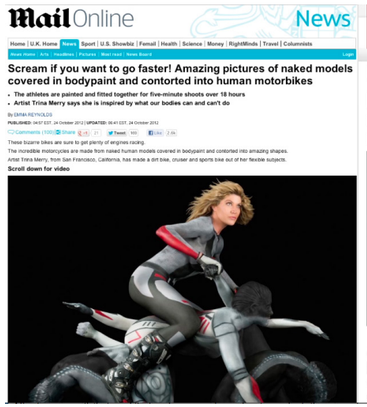
***The development of the creative campaign became the subject of a behind-the-scenes video that we strategically used to ignite social buzz and PR, particularly in motorcycle forums and blogs.***

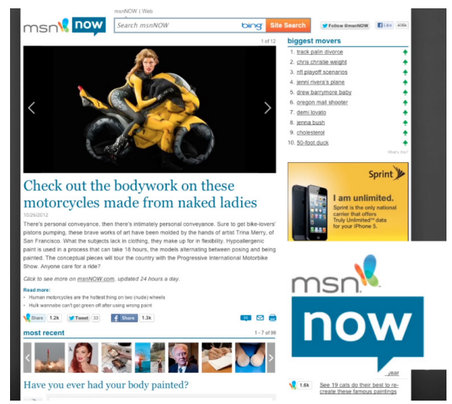
***Working with fine art and avant garde fashion body painter Trina Merry – and a band of highly flexible and uninhibited models – we painted bodies to mimic iconic bikes. In other words, we made models out of models. We sought to combine the art of the motorcycle with true art, thereby elevating the campaign to something people would want to look at, enjoy and share.***

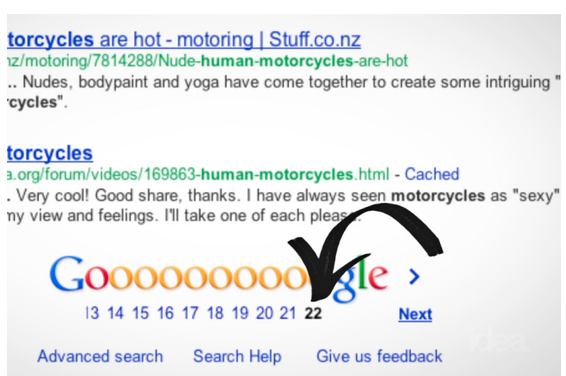
***STRATEGY.*** ***i.d.e.a. tagged the video with keywords that would be searched by our target audience to influence discovery. We included branded terms (International Motorcycle Shows, IMS, human motorcycles, etc.), and terms specific to supercross personality Erin Bates, our primary model, to help the video be found by users familiar with the concept or brand.***

***To supercharge our outreach, we dedicated a small marketing budget to get the video in front of prime candidates. We utilized YouTube-featured videos and Facebook advertising targeting our motorcycle enthusiast demographic. We also included branded terms in the video title and description to help increase likelihood that the video would get picked up in search results.***

***The campaign look was visually executed in every social channel for brand consistency. The same week the video was posted, our partner Spin PR pitched motorcycle trades – online and print – at the same time i.d.e.a. began posting on our social media channels: Facebook, YouTube and Instagram. Reaction was swift, with posts in most of the influential motorcycle outlets including embedded video or links to the YouTube page. Spin PR then pitched national consumer outlets while i.d.e.a. pitched the story to ad and marketing media and blogs with significant pickup.***








***RESULTS.*** ***The video was shared across the world and crossed over from our identified motorcycle riding target audience to art enthusiasts and the general public. It had high sharing and posting on motorcycle forums and blogs – thus reaching our key target audience of motorcycle enthusiasts.***

***The numbers:***

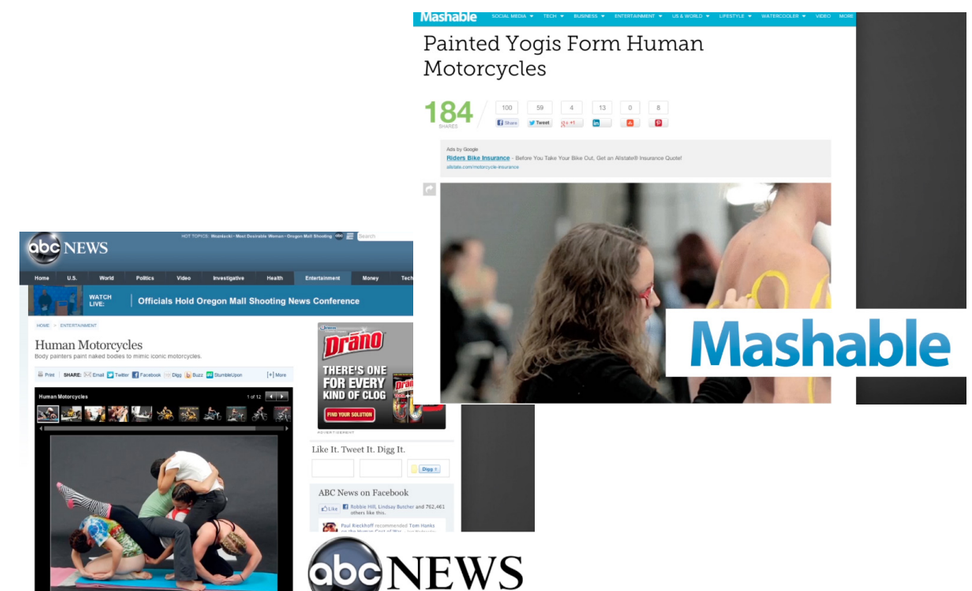
- ***More than 1.1 million YouTube views to date.***
- ***Increase in tour-wide show attendance; significant 12% increase in ticket sales at the NYC show.***
- ***Traditional news media outlets: 1,103 stories or mentions worldwide (compared to 64 in 2011).***
- ***Blog mentions: 1,789 (compared to 583 in 2011).***
- ***Motorcycle forums: 1,855 posts (compared to 348 in 2011).***
- ***80% increase in website traffic.***
- ***Total online audience reach: More than 5.4 million.***

***Twitter***

- ***Growth in reach from 47,292 in September 2012 to 3.6 million by February 2013.***
- ***62 million estimated impressions from 11,465 mentions by 5,622 users.***

***Facebook***

- ***Growth in likes from 23,193 in September 2012 to 40,721 in February 2013.***
- ***Engaged users: From 6,054 in September 2012 to 57,443 in February 2013.***
- ***75% increase in Facebook event RSVPs (over 2011 show tour).***



## 3.1.1.2 INTEGRATED CAMPAIGN COMPONENTS

**CREATIVE COMPONENTS HAVE BEEN INCLUDED IN THE CASE STUDIES IN SECTION 3.1.1.1.**



## 3.1.1.3 WEBSITE DEVELOPMENT CASE STUDIES

# CICERON, INC. CASE STUDIES:

***OUR EXPERIENCE.*** ***Ciceron has developed a core expertise in helping organizations succeed in an interconnected world. In particular, we help our clients align their marketing investments against the media behaviors of your audience and constituents. This often means helping our client "do marketing" in fundamentally different ways that are more distributed and less centralized, and always more social. With a strong background and expertise in web technologies, we work hard to balance these conflicting dynamics and drivers of marketing by rooting our work in metrics. And we use this behavioral data to share valuable insights about your customers and advocates with internal teams and senior executives. Because of the fast pace of change occurring right now, having data and facts to back up specific strategic recommendations are paramount.***

***PUTTING THE CUSTOMER FIRST.*** ***From the time we first start evaluating your existing website and strategizing for your future website, Ciceron will be an advocate for putting your audiences front and center. Finding the right way to combine their needs and expectations with your business and marketing goals should drive all of our decisions. This involves our team knowing web technologies through and through, and diving neck-deep and full-force into CMS systems, HTML, CSS, javascript, RSS feeds, Facebook's Social Graph, live chat, customer reviews and recommendations, etc – but it also means being able to plan around technology and knowing that the tech should be invisible to the visitor.***

***Simple, elegant and user-friendly are our mantras.***

# ANDERSEN WINDOWS & THE HOME DEPOT

***Andersen Corporation came to Ciceron requesting a microsite dedicated to their partnership with The Home Depot. In record time, Ciceron designed, built and launched a new responsive website that enabled The Home Depot to feature and better market the Andersen Windows brand. One unique feature is the Window Designer, an interactive tool that can be used anywhere from your living room to right in the aisle at Home Depot, allowing you to design and customize the perfect window for your home. The emphasis is on comparing product series, displaying big and beautiful photos of Andersen products in real homes, and allowing consumers to dig into the various colors and options for their new windows. Ciceron built the site using a heavily customized WordPress content management system to provide a user-friendly site admin tool for the Andersen team.***

***RESULTS. An engaging and engrossing experience that lets homeowners and contractors dream and visualize the best window features and options.***

***TRACKING & INSIGHTS. Google Analytics is used to not only track pageviews, but also location and prevalence of window options (colors, features, etc), which is used to guide future product development.***

***Visit http://andersenHomeDepot.com***

# FEEDING AMERICA'S HungerActionMonth.ORG

***Each September is Hunger Action Month, a month-long campaign for the national hunger non-profit, Feeding America, to focus on raising awareness. Past years have centered on TV spots with celebrity spokespeople. In the last few years, Ciceron has worked to leverage social communities like Facebook and Twitter to ask those who like and follow Feeding America to help spread the word. In conjunction with local food banks across the country, Ciceron created a Facebook app and mobile game to push advocates for hunger issues.***

***RESULTS. Activities and actions take place in a game, and are shared through each participant's social network. Our reach through this social competition easily met and beat the reach of past TV campaigns, at a fraction of the cost.***

***TRACKING & INSIGHTS. We track activities and shares in a custom database and via both Google Analytics and DoubleClick DART.***

# MEET MINNEAPOLIS

***As the official Convention and Visitors Association of Minneapolis, Meet Minneapolis markets to all kinds of visitors, from corporate meetings to city-wide conventions to individual tourists to local residents.***

***CICERON'S WORK.*** ***From site architecture and interface design to technology consulting, marketing strategy and consulting, analytics, and video and social media strategy, search marketing, online advertising and media buys. Ciceron brought results as a full-service digital agency.***

***RESULTS.*** ***Our primary driver was always "Heads in Beds." Ciceron started with primary research into the needs and expectations of visitors and meetings planners, creating personas that drove new information architecture, wireframes, content, interface design, and marketing strategy. Ciceron created a highly engaging site to tell the story of the vibrancy of Minneapolis in fresh and sharable ways.***

# SLEEP NUMBER

***To bring a new introduction of their beds to Australia and New Zealand, Ciceron helped Sleep Number create a better in-store and online experience. We wanted to provide a rich and guided experience for people while they shopped in department stores, as well as those researching at home. Ciceron's work included designing and building a highly visual and highly interactive site where shoppers can explore and find their perfect bed. The new Sleep Number website is powered by a highly customized, yet simple-to-use WordPress content management system.***

***RESULTS.*** ***Ciceron came up with a stunning and highly visual look that was completely new for the Sleep Number brand, to show a much more luxurious light to this relaunch. Original photography sourced in Australia carries much of the weight in creating a revitalized emotional connection to a brand that was floundering in perception and sales figures. Today, Sleep Number is seeing stronger brand recognition, and more importantly, regional sales are booming.***

# RADISSON BLU

*OBJECTIVE.* ***To launch an exceptional new luxury hotel in North America, and redefine a brand.***

*SOLUTION.* ***Engage and activate top local Chicago influencers, as well as global travel influencers as brand advocates, in order to generate buzz and awareness about the opening of the new Radisson Blu Aqua Hotel Chicago with targeted audience segments.***

*RESULTS.*

- ***Local VIP event influencers drove 260,000 impressions in two days.***
- ***20 million impressions over a two month period.***
- ***5,502 online mentions over a six month period.***
- ***Activated influencers continued to be engaged through social media conversations, driving content, reach and impressions.***

***Radisson Blu is Carlson's innovative, upper upscale, contemporary hotel brand. We were hired by Carlson to build and execute a social media launch strategy for the Radisson Blu Aqua Hotel Chicago, the first Radisson Blu property in the United States. The overall execution of this strategy included the design, launch and management of branded social communities, planning and execution of integrated campaigns, and influencer identification and activation campaigns on both a global and local scale. We made a recommendation to target core local audiences that align with the brand image. These segments included: Chicago socialites, local foodies, and arts and architecture enthusiasts.***



***The outreach to these targeted segments was executed with a great amount of personalization, in order to create relationships with influencers prior to the events. Messaging was strategically crafted to highlight the influencers' interests as they related to the hotel and restaurant, to illustrate relevance and provide value to them. This personalized messaging and interest-based content was key in engaging influencers and motivating them to attend the events.***

***We concepted and planned events focused on each segment's interests, in order to offer content that influencers would be likely to share. The event for foodies featured speciality cocktails and food from the new Filini restaurant menu, with a special introduction from the restaurant manager. The arts and architecture event featured a tour of the on-site art gallery, a speech by the mural artist who was commissioned to paint the hallways of the hotel, and books from the architect who designed Aqua Tower.***

***Not only were we able to engage influencers pre-event, and drive content creation, brand mentions and impressions during the event, but we also continued to nurture these relationships and capitalize on their reach and influence in target audiences that were crucial to the success of Radisson Blu Aqua Hotel Chicago.***

**We were delighted to provide Carlson our approach for leveraging the digital marketplace and the social web as a platform for building consumer loyalty, scalable reach to targeted audiences, and brand appeal. We believe that Carlson differentiated itself from its chief competitors by amplifying the voices of your satisfied customers through their online connections.** – SCOTT CONLIN
CLIENT SERVICE MANAGER

## 3.1.1.4 INTEGRATED MEDIA PURCHASE CASE STUDIES

# THE GLENN GROUP CASE STUDIES:

## THE SMITH CENTER FOR THE PERFORMING ARTS

***SITUATION.*** ***Following its grand opening in March, 2012, The Smith Center For The Performing Arts very quickly transitioned into the day-to-day challenge of promoting over fifty performances a year, inclusive of a subscription based Broadway season line-up. Could we hold people's interests past the glow of the grand opening year? Could we compete with the overabundance of over-the-top performances endemic to the Las Vegas entertainment landscape? Could we consistently fill their main venue, Reynolds Hall, with capacity at 2,000 seats?***

***STRATEGY.*** ***Media integrated with direct efforts to deliver on optimal ticket sales activity. Season renewal incorporated the direct mailing of a rich Broadway Las Vegas brochure to both the subscriber database and the general database, complemented by in-seat and in-lobby messaging/sign-up. Like-minded audiences were reached through program placement in nearby performing arts venues, taking full advantage of the proximity of the Utah Shakespeare Festival and the Tuacahn Center for the Arts in St. George, Utah. Broadcast media placement was strategically timed to the Tony Awards, coordinated with an online performance-based initiative vertically targeting live theater enthusiasts.***

***Single ticket sales were supported by dedicated media campaigns per performer, integrating direct outreach with promotional efforts. The media mix was driven by the performance genre. Search was timed to activate with offline media. Promotions were leveraged at time of placement to help punctuate sales. Paid media pulsed during the initial on-sale period as well as leading up to the performance dates. Facebook sponsored***

***posts and eblasts were inserted based upon ticket pacing. Online display corresponded with offline activity to benefit from mutual lift and took the form of programmatic and DSP exchanges/networks following a performance model. Activity was optimized and closely tracked to revenue generation. Retargeting was implemented to mitigate shopping cart abandonment.***

***Integral to success was routine cross-channel collaboration. Media proceeded as a dynamic process, in constant response to ticket sales reporting, factoring in per performance pro forma to determine most favorable media spend.***

***RESULTS.***

- ***Pollstar's 2014 Midyear Worldwide Ticket Sales / Top 100 Theater Venues ranked The Smith Center #8, ahead of such notables as the Apollo in London, LA Live in Los Angeles, Radio City Music Hall in New York and Bill Graham Civic Auditoria in San Francisco.***
- ***For every digital dollar expended, the revenue multiplier ranged significantly above average from 18.34x – 54.45x.***
- ***Retargeting yielded even higher revenue multipliers, from 42.33x – 67.72x.***
- ***64,330 Facebook visits, with 2,000 people actively talking about The Smith Center, pointed to an engaged patron base.***

# NEVADA SECRETARY OF STATE'S OFFICE VOTER REGISTRATION PUBLIC EDUCATION CAMPAIGN – MEDIA

*SITUATION.* ***As said above in the integrated case study for this client, with 680,000 eligible unregistered Nevada residents, our job was to develop a communications plan to increase the number of registered voters in the state of Nevada before the 2012 presidential election. This case study will focus on how we strategically used paid media to educate this statewide target audience about the new online method.***

*STRATEGY.* ***This communications effort was very short lived, starting in August of 2012, as that is when the Secretary of State's office secured funding for the program, with a hard stop on October 6, as that was the deadline for online registrations for the upcoming November election. Add in budget restraints and we had quite a challenge in strategically buying media that would produce the desired outcome while supporting our earned, social and grassroots efforts.***

***Paid media merged the offline channels of television, radio, outdoor and out-of-home with online display platforms across desktop, tablet and mobile.***

- ***Broadcast television served not only to reach the major population centers of Reno and Las Vegas, but, through translator coverage, deliver a majority of the rural counties in Nevada, serving a message that was both educational and motivating.***
- ***Radio was added to the mix to complete coverage in counties not reached by television.***
- ***Both mass market and Hispanic market television were incorporated for thorough penetration of the unregistered voter base.***
- ***As outdoor was a natural for messaging in a political environment, a variety of units were incorporated into the campaign. They included digital to accommodate dynamic messaging (i.e., countdown to election, different ways to register, excuses why you hadn't registered, etc.), permanents with the Voter Registration message up 24/7, and posters to deliver deeper geographic market penetration, especially in Hispanic neighborhoods.***
- ***Non-traditional out-of-home in the form of gas station pump toppers was utilized as an additional reach layer. Regardless of the demographic or psychographic, everyone with a driver's license (required for online registration) visits a gas station multiple times a month. The pump topper was complemented by tear-away pads so patrons could easily take away the voter registration URL along with suggestions on other ways to register.***
- ***With a primary target demographic of Adults 25 - 44 (Millennials and Gen-Xers), an online presence was mandatory for reaching this "always on" media-consuming segment.***
- ***Also, as a primary component of the Voter Education message was the ease with which to register online, in-channel presence would likely find the prospect literally a click away from online registration.***
- ***Endemic premium sites (i.e., reviewjournal.com; rgj.com; weather.com; fox5vegas.com), ad networks or DSPs that offered behavioral or look-alike targeting (i.e., resonate with the ability to specifically target unregistered voters in Nevada), mobile networks, Facebook and YouTube comprised the online platforms of the digital initiative.***

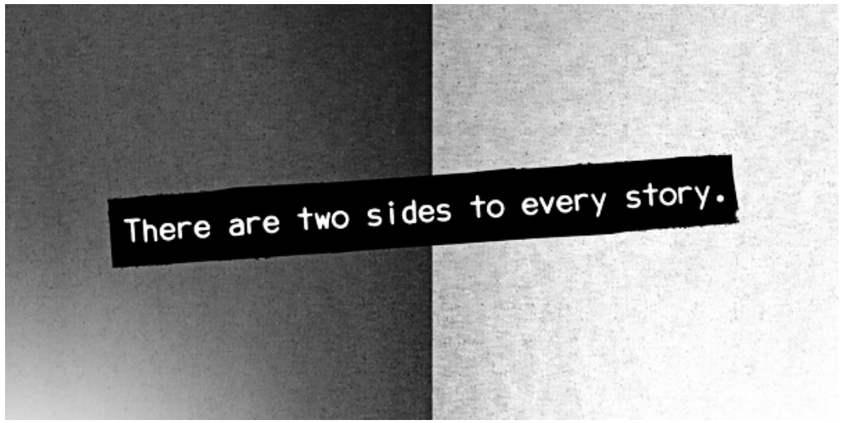
*RESULTS.* ***The statewide integrated campaign launched in August 2012, and ran through October 6, 2012, with the primary objective of driving voters to register to vote online at www.registertovotenv.gov.***

***As stated before, campaign results were as follows:***

- ***55,690 total online voter registrations (new and updates) between September 10, 2012 and October 6, 2012.***
- ***1,122,236 active registrants in August 2012.***
- ***1,187,238 active registrants in September 2012.***
- ***1,257,621 active registrants statewide at the close of registration in October 2012, representing 83.8% of those eligible to vote. As compared to California, for example, which reported 76.66% of eligible voters had registered as of October 22, 2012.***
- ***138,045 more registered voters than the 2010 general election close-of-registration figures.***

***Overall Statewide Campaign Paid Media delivery impressions: 147,905,544.***

- ***Combined impressions all media types, Northern Nevada: 28,855,219.***
- ***Combined impressions all media types, Southern Nevada: 119,050,325.***



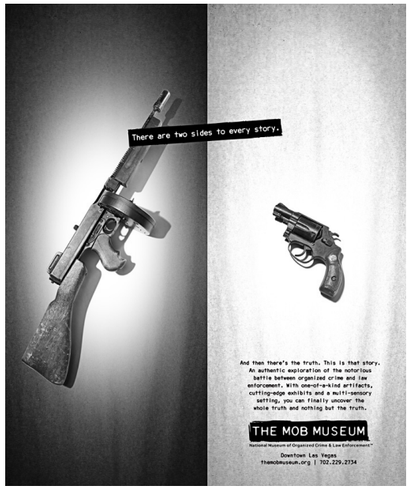

# THE MOB MUSEUM

***SITUATION.*** ***When you think of Las Vegas, you think bright lights, neon, themed casinos, big production shows and celebrity restaurants. And they're all vying for the tourist's attention - 24 hours a day. Our challenge was to launch the Mob Museum as a brand-new Las Vegas attraction in what was and is definitely a cluttered and competitive entertainment landscape. We had to be integrated in approach and thoughtful with the media budget to overcome the all too benign perception of a "museum," especially as it competed with over-the-top show offerings common to Las Vegas' mega-resorts.***

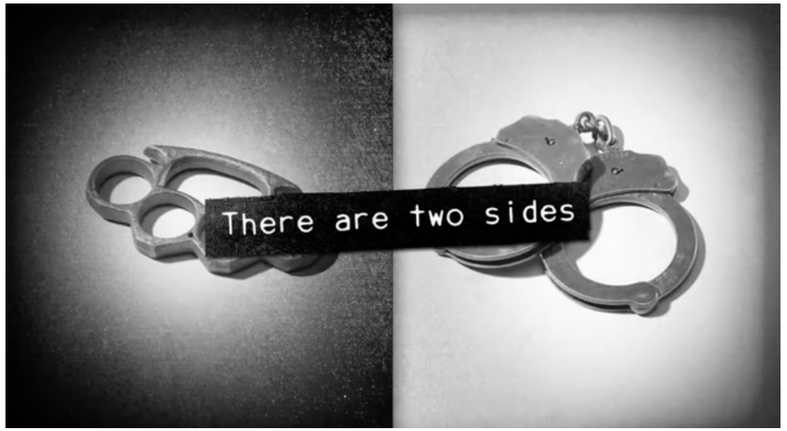
***STRATEGY.*** ***The media plan was cued by the visitor path to Las Vegas, from destination exploration to feet on the ground. With 64% of Las Vegas visitors utilizing the Internet to plan their trip*, an online digital display and mobile campaign was implemented in the key feeder markets of Phoenix, Los Angeles, San Diego, San Francisco, New York, Miami, Chicago, Dallas, and Houston, targeting Las Vegas travel intenders and those viewing mob content, introducing prospective visitors with a category interest to the Mob Museum and actively getting the new museum on their list of things-to-do during their upcoming visit. Digital media placement afforded entry into markets that would have otherwise been cost prohibitive via offline media channels. Further, digital's enhanced targeting capabilities allowed us to message Las Vegas intenders by serving ads to those whose online patterns indicated an upcoming trip, based upon search behavior (looking for airline tickets, restaurants and shows in Las Vegas) and online activity on Las Vegas content sites.***

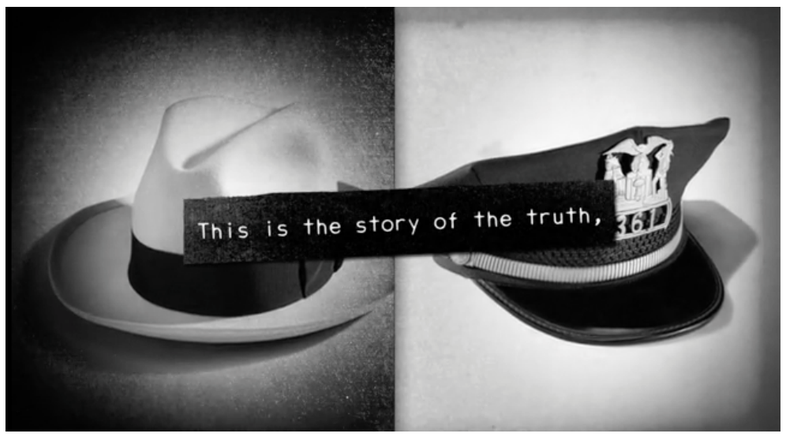
***With 67% of visitors not deciding what shows to see until after they arrived*, in-market media focused upon most-likely touch points. For the drive market, we included Highway radio, brochure racks, and outdoor boards. For the fly market, we opted for in-flight magazine placements as well as airport video ads. With the abundance of other show advertising in Las Vegas, we knew we needed a few strategic, larger-than-life options to give the appearance that the Mob Museum was on par with competitive entertainment and attraction offerings. Dramatically wrapped double decker tour buses, taxi tops and trunks, on-Strip bus panels, and key visitor print placements achieved this goal. On a direct level, we worked with the Museum to create partnerships and FAMs with the concierges and taxi drivers, so this critical audience would have the knowledge and experience to talk about and recommend the Mob Museum.***

***RESULTS.*** ***The Mob Museum is now well established as a must see museum in Las Vegas with 419,000 visitors in their first two years. (The median number of visitors for a comparable museum budget is 254,000 over two years.) Readers of Nevada Magazine voted the Mob Museum "Best Museum in Nevada" two years in a row. NBC News and the Today Show named the museum as one of "10 Incredible World Landmarks You Haven't Seen – Yet!" And, the New York Times calls the Museum one of the "Top 10 Places to Visit If You Only have 36 Hours in Vegas."***
****2013 LVCVA Visitor Profile Survey***



THE MOB MUSEUM | PRINT ADS & BUS WRAP



THE MOB MUSEUM | VIDEO

PLEASE SEE TELEVISION COMMERCIAL IN ATTACHED THUMB DRIVE.



## 3.1.1.5 CURRENT AND PAST CLIENT REFERENCES

***Current and former client references can be found as part of our response to Section 4.3, Tab VII, Company Background and References.***

## 3.1.1.6 PROPOSED STAFFING PLAN AND STAFF RESUMES

***Full staff resumes can be found in Tab VIII, Attachment G, Proposed Staff Resumes.***

# STAFFING PLAN AND BRIEF STAFF RESUMES

***We have assembled the following senior level team that represents an exceptional depth of tourism and gaming experience, knowledge of Nevada and industry recognition. The vast resources The Glenn Group, i.d.e.a. and Ciceron provide are brought together seamlessly and effectively for clients through your dedicated account management team. Working with their colleagues in strategic planning, creative, production, media, public relations, and digital departments, account managers apply their in-depth knowledge of your business, goals and parameters to coordinate integrated marketing programs that not only achieve your objectives, but exceed your expectations.***

## THE GLENN GROUP TEAM

***VALERIE GLENN, CEO, PRINCIPAL***

***A long-time business and community leader in Nevada, Valerie will be involved in the strategic thinking and planning process for the NCOT, as well as provide her insights of Nevada given her many years of living and working here. She has worked with many clients in the travel and tourism industry such as the RSCVA, the Reno-Tahoe Regional Marketing Committee and NCOT, as well as hotel/casino properties around the country. She will bring her knowledge of Nevada and her wide network of contacts throughout the state to the NCOT.***

***B.C. LEDOUX, PRESIDENT/EXECUTIVE CREATIVE DIRECTOR, PARTNER***

***B.C. will bring his strategic smarts and creative oversight to the NCOT, not only in the strategic planning process, but in ensuring we have arrived at the ultimate communications solutions. He has directed and collaborated on a long list of effective, award-winning campaigns and initiatives for accounts like The Smith Center for the Performing Arts, Mob Museum, Mandalay Bay, THEhotel, Seminole Hard Rock Hotels and Casinos, Carnival Cruise Lines, Royal Caribbean Cruise Lines, multiple regional casino-resorts and the NCOT "Icons" campaign that distinctively and effectively positioned Nevada in a way that made it abundantly clear it was Nevada!***

***FLIP WRIGHT, EVP/STRATEGY AND INNOVATION***

***Flip has nearly 20 years of strategic marketing and brand strategy expertise, having earned his MBA from the University of Oregon with an emphasis on brand strategy. His background also includes extensive experience in event management and sports marketing including work with the NBA, Nike and Sportspal. His work with our travel and tourism clients includes the NCOT and hotel/casino clients around the country where he has helped find a distinctive positioning in a competitive marketplace for our clients and identified opportunities to establish an emotional connection with target audiences through marketing and the ultimate customer experience.***

***JENNIFER EVANS, EVP/MEDIA STRATEGY***

***Jennifer has brought her media expertise and strategic smarts to our clients for over 30 years. Considered an expert in both traditional and digital media, Jennifer is a strategic thinker who goes beyond "media" to help define business-building strategies for clients. She has helped grow sales, profits and brands for many of our travel, tourism and hospitality clients including serving as media director for the RSCVA and NCOT, as well as implementing highly successful media campaigns for the grand openings of MGM Grand (Las Vegas), Silver Legacy (Reno), Casino Niagara (Niagara Falls), Mandalay Bay (Las Vegas), Buffalo Thunder (Santa Fe) and Firekeepers (Battle Creek).***

***TIFFANY EAST, VP/PUBLIC RELATIONS***

***Tiffany leads The Glenn Group's award-winning public relations team and will be integral in working with the NCOT, given your emphasis on public relations. Throughout her 25-year career, Tiffany has developed and managed creative and effective public relations programs for clients in a wide variety of industries, not the least of which was coordinating a visit from President Obama to our client's Copper Mountain Solar Field in Boulder City, Nevada – no small feat, working with POTUS on three days notice! She is known for collaborating with our other marketing communications disciplines to ensure integrated success.***

***KELLY GLENN, VP/ACCOUNT MANAGEMENT, PARTNER***

***Kelly leads our account management division, ensuring all account managers are being effective and efficient stewards of our clients' initiatives, timelines and budgets. Kelly has worked on many travel and tourism clients such as Grand Victoria (Elgin, IL), Silver Legacy (Reno), Stratosphere (Las Vegas), Hard Rock Hotel/Casinos (Hollywood and Tampa, FL), IGT and Bally Technologies. One of Kelly's career highlights was having had the opportunity of being on the public relations team for the United States Printer in Washington D.C. when the 9/11 Commission Report was released, working with media from around the world.***

***MIKE DISBENNETT, VP/CREATIVE***

***Mike began his advertising career in the great city of Chicago at Frankel (now Arc Worldwide) where he worked on meaty accounts like McDonald's, Target, Kraft and Oldsmobile. He moved to Las Vegas in 1997 where he began to work on many of our hospitality clients including Mandalay Bay, Monte Carlo, Grand Victoria and Buffalo Thunder, and was instrumental in the development of the award-winning brand launch for The Smith Center for the Performing Arts, putting his amazing talents as an art director to work.***

**BRETT RHYNE, CREATIVE DIRECTOR**

*After starting his career as a copywriter and producer in Denver, Brett moved to Reno in 2003. He has been immersed in marketing and advertising here ever since. He has worked in-house for two of northern Nevada's largest gaming properties, John Ascuaga's Nugget and the Peppermill. He has quickly gained a reputation for developing break-through creative concepts that are absolutely spot-on strategically.*

**AMY LOCKHART, ASSOCIATE CREATIVE DIRECTOR**

*A graduate of the Art Institute of Seattle, Amy is totally committed to crafting her work, having been recognized with countless creative awards. Amy's combination of conceptual ability, artistic flair and in-depth production know-how often make a huge difference, whether she's creating a national TV campaign…or a button. Amy's extensive account experience includes work for NCOT, Grand Victoria, Mandalay Bay, Grand Sierra Resort, Buffalo Thunder Resort & Casino, Seminole Hard Rock Hotel & Casino, Silver Legacy, IGT, Reno-Tahoe Open, Nevada Museum of Art, Mob Museum, Nevada Ballet Theatre, Reno Air Races and Royal Caribbean Cruise Lines.*

**CHUN LIM, MOTION DESIGN DIRECTOR**

*Chun came to The Glenn Group with more than eight years of digital design, animation and motion graphics experience and now heads our motion design division, which creates dynamic motion content for television, the web and environmental digital displays. Prior to working for The Glenn Group, Chun created thousands of animated ads as well as produced broadcast graphics packages, network brand identification, commercial animation and visual effects for notable clients such as TNT, Food Network, Discovery Channel, Charter Communications, Nestle, Suzuki, Motorola, Honda, Apple, MGM Studios, Sears and Paramount Pictures, to name a few.*

**JAN JOHNSON, PRINT PRODUCTION DIRECTOR**

*Jan has the vitally important task of overseeing the many jobs that route through The Glenn Group's creative department. She works closely with suppliers to stay up-to-date on the newest technologies to ensure cost-effective methods, and that budgets and deadlines are met. Jan's diverse background includes extensive work in pre-press print production of a film separation company. She has stayed involved in the industry with organizations like Sierra Graphics Network, International Association of Printing House Craftsmen (IAPHC) and AIGA. There is no one more knowledgeable about the print production industry than Jan, as she brings us over 30 years experience.*

**JENNIFER HILL, MEDIA DIRECTOR**

*Jennifer has over 15 years of experience in media, including six of those years with Harrah's Entertainment Corporate Division as their Media Supervisor. She oversees many of our clients' media plans and is responsible for planning, negotiating and placing media locally, regionally and nationally. She also had the opportunity of gaining perspective by working on the media side, having served as a Marketing Communications Specialist for the Reno Gazette-Journal.*

**TOM DUFFY, DIGITAL/CREATIVE TECHNOLOGIES DIRECTOR**

*A Silicon Valley native, Tom has been honing his digital chops since he wrote his first piece of software at age nine. Since then he started his own print and design company (age 13); edited an award-winning short film; worked in the printing industry as a press operator; started tech support, web design and web hosting companies; and been a writer and artist for a web-based comic called Utopia Theory. But computers and code are his passion. Tom brings substantial experience in a number of software languages including PHP, JavaScript, jQuery, and .NET, as well as several CMS platforms.*

**WILLIAM CROZER, SOCIAL MEDIA DIRECTOR**

*William has a long history of working in Nevada tourism that was founded in earning his Hotel & Casino degree at UNLV. Much of his early career was spent in the food and beverage side of the industry, working with "celebrity chefs," but eventually transitioned into a career focusing on emerging marketing channels. As owner of Fast Track Moving Media, he led the innovative implementation of guerilla mobile marketing campaigns for clients, and then used his experience to implement effective social media campaigns utilizing software tools for businesses to publish social media content to manage their brands in real time.*

**NICOLE CARLSEN, PUBLIC RELATIONS ACCOUNT EXECUTIVE**

*Nicole began her career in public relations and soon realized she wanted to know more about how the digital world could benefit her clients. So after working in the industry for a few years, she decided to go back to school in 2011 and received her M.A. in interactive journalism from the University of Nevada, Reno. Nicole brings expertise in social media, community outreach, marketing, content strategy and digital strategy to The Glenn Group team.*

**DENNIS WANBAUGH, SENIOR ART DIRECTOR**

*Dennis may be the silent type, but his creative ideas and designs always have the volume cranked up to 11. A smart, innovative (and largely self-taught) senior art director and web designer, Dennis is known for pushing the limits of design, creating work that's edgy but totally on brand. Dennis' skills run the gamut from old school to new; throughout the day he moves easily from working on traditional print and publication design and TV and photo shoots to working with Flash animation and other cutting edge interactive design platforms. After working for a few start-ups and a dot-com, Dennis found his niche working in creative at The Glenn Group.*

## i.d.e.a. TEAM

### JONATHAN BAILEY, FOUNDER/CHIEF RELATIONSHIPS OFFICER

*Jon has nearly 30 years of direct experience in the marketing communications industry, starting at a boutique agency in San Francisco. He brings to brands an unusual integrated perspective earned by having worked in both the Public Relations and Advertising disciplines, as well as bringing the perspective of having served on both the client and agency sides. As an early pioneer in integration, Jon sees clarity in breaking down barriers between marketing functions, and instead focuses on how one strategic brand idea can succeed across multiple platforms. He leads the Relationships Teams at i.d.e.a. and speaks regularly on integrated marketing at industry events nationwide.*

### JULIE MESSING-PAEA, VP/REPUTATION

*Julie developed a passion for the media and public relations while in school where she studied Mass Communications. After a brief stint on-camera, she moved behind-the-scenes where she has spearheaded media events, program development and strategic partnerships for clients over her 15+ year career. She spent five years at CBS Television in New York City as Director of Marketing and Promotion and at Fox Television/Raycom Media where she developed many cross-promotional public and community relations initiatives. She has extensive experience in the tourism/hospitality arena, including work with clients like KSL Resorts, Seaport Village and Harrah's Southern California Resort.*

### LAUREN FIMBRES WOOD, REPUTATION DIRECTOR

*Lauren came to i.d.e.a. after spending eight years managing the PR division at TeamWorks Media in Chicago. While there, she developed and executed award-winning PR campaigns for clients such as Bank of America, Chicago Marathon, Levy Restaurants and Crown Imports (Corona, Pacifico, St. Pauli Girl). Her media relations efforts and big picture thinking resulted in placements with NBC's "Today," CNN, New York Times, Wall Street Journal, E!'s "Chelsea Lately," ESPN the Magazine and more. She has also supported PR for high-profile events including the Super Bowl, Kentucky Derby, U.S. Open, MLB All-Star Game and Grammy Awards.*

### BRYAN HANSEN, REPUTATION MANAGER

*Bryan's career in public relations started in New York City working on a myriad of high-profile and event-oriented tourism, entertainment, cultural and sports accounts. He transitioned to an agency specializing in the travel, hospitality and lifestyle industries where he refined his media relations and pitching abilities working for clients like Visit St. Petersburg/Clearwater, Sheraton Hotels & Resorts Worldwide and Waldorf Astoria Chicago. He has been instrumental in creating new strategies in social media and is known for securing broadcast, print and online placements for hospitality clients internationally, nationally, regionally and locally.*

### COLIN BAUGH, PUBLICIST

*It's all about relationships, and Colin Baugh brings that with his experience as a public relations professional in the travel, hospitality, food and beverage, and consumer products spaces. His relationships with top-level national media include GQ, Playboy, Playboy.com, CNBC, Maxim, Maxim.com, Esquire, Condé Nast Traveler, Travel & Leisure, Food & Wine, Saveur and more. He has used those relationships to secure media placements for a variety of travel and tourism clients such as the Louisiana Office of Tourism, The Most Perfect View (a collection of luxury hotels worldwide), SpaFinder's Wellness Week and others.*

### STERLING DOAK, VP/CONSUMER BEHAVIOR

*Sterling knows Nevada well, having lived and started his career in Reno. He specializes in conducting focused research, uncovering key consumer insights and brand development strategies that meet clients' business objectives. Sterling prides himself on fully grasping the whens and ways a brand and consumer instersect, having developed solutions for KSL Resorts, Ringling Brothers and Barnum and Baily Circus and PUMA Golf.*

### STEPHANIE GARCIA, SOCIAL STRATEGY DIRECTOR

*Stephanie fuses creativity with her background in psychology to make the most of social media marketing. She is a seasoned social media strategist with a proven track record for constructing successful social media and search engine marketing programs for her brand partners. She has consulted with more than 100 brands during her agency career and has won many awards for integrated campaigns including an OMMA Award for Online Advertising Creativity and Forrester Award for driving social impact. Her favorite campaigns to-date include the launch of Dive Dayclub for Harrah's Resort Southern California and hosting the World's Largest Instameet at the Del Mar Thoroughbred Club.*

## CICERON TEAM

***ANDREW EKLUND, FOUNDER & CEO***

***Andrew has been instrumental in helping companies make the fundamental organizational changes necessary to thrive in a socially networked world. His counsel is rooted in metrics and accountability with a keen eye on changing consumer behaviors and buying habits. Entire markets have emerged as a result of disintermediation and disruption of traditional customer relationships and business models. Andrew has worked with clients like Delta Vacations, Vonage, NCOT, Meet Minneapolis, Radisson Blu Hotels, Carlson Rezidor, MakeMeusic and The Home Depot. Andrew is a frequent speaker and moderator at national and international conferences, including the E-Tourism Summit, MarketingSherpa, MIMA Summit and other influential organizations.***

***KRAIG LARSON, FOUNDER & CHIEF CREATIVE OFFICER***

***Kraig is one of the founders of Ciceron, and as Chief Creative Officer for the last 18 years, is responsible for the design and development output of the firm. Kraig is a rare breed of creative who is equally at home with visual design and programming and technology. This convergence of interests and expertise makes him an ideal translator, communicator and strategist. Kraig has consulted on the marketing strategy, website UI and campaign design for many clients including Meet Minneapolis, NCOT, Carlson Rezidor Hotel Group, Radisson Hotels and Delta Vacations.***

***DAWN HEPPER, VP OF STRATEGY***

***Dawn has spent the last 15 years working in the travel and tourism industry. Prior to joining Ciceron, she led online product development and interactive marketing for Carlson Hotels Worldwide, now Carlson Rezidor Hotel Group. Dawn is an advocate of the customer experience, and has championed award-winning website redesigns with complex, proprietary booking engines and custom-built applications. Most importantly, Dawn works with brands to define key interactions that lead to delighted customers who willingly share their experiences with family and friends, creating the foundations of brand advocacy.***

***AMBER VERHULST, DIGITAL INSIGHTS & OPTIMIZATION SPECIALIST***

***Amber has a wide array of knowledge across all aspects of digital marketing. She got her start by establishing search marketing campaigns and executing search engine optimization for clients. She has the innate ability to focus on how to extract results and value for each client's program, and as a Google AdWords certified partner, Amber has a proven track record for improving the performance of search engine marketing efforts and continually conducting data analyses to extract valuable insights and provide optimization recommendations in real time.***



## 3.1.2 STRATEGIC APPROACH

***At The Glenn Group, our strategic approach is tied directly to the goals and measurable objectives identified by the client or determined through a process of dedicated diligence and understanding of the environment in which our client is operating. With this initial intelligence, we will identify what strategies and tactics will most effectively achieve the KPI's and other expectations for the communications. As important, we can better understand where our capabilities can be bolstered through strategic partnerships within our network of best-of-breed partner agencies to more efficiently meet the demands associated with the marketing plan.***

***GOALS AND OBJECTIVES***

- ***The goal of this program is to increase revenue to the State through tourism-related activities;***
- ***The tourism and cultural affairs activities should result in overnight visitation to the State from domestic travelers who live in targeted geographic locations; and***
- ***Overnight visitation will be enhanced by broadening the awareness of the "Nevada A World Within. A State Apart." brand, further expanding the reach and awareness of the "Don't Fence Me In" integrated marketing campaign, and offering differentiating and compelling reasons to visit the State.***

***The primary objective for every marketing campaign is the same. Any communications should support the end goal of increasing revenue through the conversion from an interested party into a paying customer. For the NCOT, it's critical that communication efforts properly position Nevada as a meaningful and rewarding destination, creates interest and understanding of the value and experiences they can have visiting our state, and finally is able to move them from merely a lead to a visitor and advocate for our state through well thought out integrated communications. These communications will vary in type to direct one-to-one to one-to-many through creative and innovative media planning and will leverage interactive and experiential marketing channels, as well as proven outbound channels. We know that everyone who has an opportunity to come into contact with our state is a lead, and our job is to convert them to visitors and advocates for our state's brand.***

***Another important step in increasing visitation to Nevada is not only making sure that people are aware of its brand, its position and an understanding of its offerings, but creating opportunities for action and conversion though engaging experiences and content. This engagement will enable visitors and stakeholders alike the ability to understand the vision and goals of the Commission and create an emotional connection and advocacy leading to more effective conversion of future visitors to our state.***

### *STRATEGIC PLANNING PROCESS*

***The Glenn Group's skill in providing effective strategic planning begins with an understanding of the insights and opinions of all stakeholders and the audience to whom we speak. The insights in many instances exist through institutional knowledge and through primary research. Often we look to supplement those viewpoints with additional research specific to the competitive marketplace and best practices necessary to clearly define a path for meeting your goals and objectives through relevant and inspiring messaging and engaging brand interactions.***

***Our planning program includes:***

***Scope and Outcome***
***It's critical to any strategic planning process to clearly articulate a shared understanding of the goals and objectives for marketing. Any objectives must be realistic and attainable and should be tied to specific metrics required by all stakeholders for a clear consensus and understanding of what success means.***

***Strategic Insights (Internal, Consumer and Competitive)***
***We will work with the NCOT to gain an immediate perspective of the marketing landscape they are operating under and any observations they have for messaging strategy. With this internal perspective, review existing primary research or conduct additional research to support or refute any hypothesis about the motivations, interests, need states, etc. of the Nevada visitor. Finally, look at the competitive landscape to make sure that any messaging strategy and communications have a value proposition that is easily recognizable as belonging to Nevada and acts in concert with the realities of the internal situation and the audience perspective.***

***Strategic Channel Evaluation***
***Work with strategic planning team representing all strategic competencies to review situation and identify immediate opportunities for innovative and integrated marketing programs most relevant to the communication goals and objectives.***

***Current Brand Asset and Communications Audit***
***Review existing creative strategy and identify current assets available. Identify areas in need of refresh or new creative development.***

***KPI and other Success Metrics***
***Identify which metrics will be most important to the stakeholders within the NCOT that will enable it to continue with its mission for Nevada tourism. Metrics could include Lead Attribution, Cost per Lead, Qualified Leads to Conversion, Leads by Campaign Type, Marketing ROI by Campaign Type. Numerous KPI's exist and the correct dashboard will be determined in conjunction with the other planning elements.***

***The true impact of effective marketing activities cannot only be measured in reach and impressions, but ultimately on the collective economic impact of those activities. A firm belief in measuring true economic impact as it relates to the visitor journey was the impetus behind Ciceron's original work with the Division of Tourism back in 2008-2009.***



***Developing the foundation of an ROI model around which to measure marketing activities helped to adjust media spend to channels providing the greatest impact and identified opportunities to free up spend to test new market opportunities. Since that time, new methodologies and technologies have matured to paint a more complete picture of the visitor journey across multiple touchpoints, so The Glenn Group, I.d.e.a. and Ciceron team looks forward to collaborating with your research partners to align around key performance indicators and other metrics to provide timely and actionable insights and intelligence into the behaviors of your visitors before, during and after they visit Nevada.***

***Tactical Planning***
***With the understanding of what the expected goals and outcomes are and an understanding of the best strategic channels to meet those expectations, a tactical plan will be developed that lists out the individual initiatives and programs determined to meet each specific objective.***

***Project Action Plan***
***Finally a detailed task list across all programs and initiatives will be developed with proper resource allocation, reporting hierarchy, dependencies, milestones and project timelines. As the lead agency, The Glenn Group will manage the project and act as the liaison between partner agencies and internal resources at NCOT.***

## 3.1.3 CREATIVE

***Creative examples are included in the case study section 3.1.1.1.***

## 3.1.4 STATE-REQUIRED DOCUMENTATION

***All state-required Documentation is found as part of our response in Tab IV, State Documents.***

# 3.2 PROGRAM SCOPE OF WORK

***Proprietary Initial NCOT Research Findings and Initial Thought Starters to evolve the "Don't Fence Me In" campaign are included in attached thumb drive.***

## 3.2.1.1 EXTERNAL COMMUNICATIONS/PUBLIC RELATIONS

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.

***As public relations professionals with vast experience heading up accounts and initiatives, The Glenn Group will lead the Nevada Commission on Tourism account with collaboration and integration from agency partners i.d.e.a. and Ciceron. With more than 30 years of regional and national travel and tourism knowledge and expertise, we will achieve full brand exposure through strategic integration. We understand that there is a need to develop a robust communications and positioning strategy to support the Nevada Commission on Tourism's offerings, as well as the evolution and expansion of its current "Nevada – A World Within. A State Apart" brand position and the tourism campaign, "Don't Fence Me In."***

A. Objectives

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

   ***By focusing on connecting with the appropriate target segments, the team will build a PR strategy that creates loyalty and advocacy among active young Gen "X" and Millennial travelers. With this in mind, our planning process will create integrated strategic executions that ensure consistent and compelling messaging is delivered to each audience, resonating through the variety of relevant earned and paid channels. In order to achieve this, our team of strategists will dig in and research what active travelers want to do, what platforms they use, how they get their information, who are their trusted voices and how they want to experience Nevada. We will develop a comprehensive plan that outlines the connectivity with them, messaging and their preferred method for interacting with us.***

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

   ***Our planning process will encompass all strategic and tactical areas of the overall marketing plan and will ensure that each discipline is always working in tandem toward achieving shared objectives. This focus on integrated strategic executions guarantees that consistent and compelling messaging is delivered to each audience segment.***



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

   ***The Glenn Group will work closely with i.d.e.a. and Ciceron to enhance our traditional and digital executions. The depth of experience among this highly experienced team of practitioners, including former journalists and freelancers, demonstrates that we know how the media thinks and are focused on staying several steps ahead of them. Our efforts have produced measurable results in some of the top broadcast, print and online media outlets in the world including: Conde Nast, Travel + Leisure, New York Times, Wall Street Journal, Good Morning America, USA Today, Sunset Magazine, GQ, San Francisco Chronicle and many others. Our team is adept at finding the story, placing it in the right media outlets with intended positive results. We will work with NCOT to establish key performance indicators (KPIs) and create programs that align with those objectives. In order to measure all of this activity, we use a variety of services that fits with the needs and budgets to monitor and track our efforts.***

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

   ***Developing consistent communications, reporting on successes and showcasing accomplishments to our list of stakeholders will demonstrate the value that tourism brings to the state. Through stakeholder groups, travel and tourism partners and trade associations, The Glenn Group will identify opportunities for national press statements, blog posts and video testimonials for use at the Nevada Legislature, Governor's Conference and territory meetings. We will continue to encourage and enable our stakeholders, like NCOT has already done, to tell their own destination stories, creating additional buzz and awareness.***

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

   ***As we develop our communications strategy, it will be important to create overarching messaging and materials for industry partners to utilize as they build their own public relations programs and campaigns. The Glenn Group will provide opportunities for educating industry partners through speaking engagements at conferences, events and territory meeting. As well, we will assist them in developing their campaigns offering a communications tool kit with sample press materials, content strategy suggestions, ideas for an integrated online presence, and messaging.***

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

   ***We believe that through the execution of our strategic communications plan, social media engagement, placement of national stories and the creation of brand sharing programs, we will organically elevate and enhance the state's reputation gaining credibility through third-party engagement. The Glenn Group will develop unique and innovative ideas to create brand-sharing opportunities that will demonstrate Nevada's "Don't Fence Me In" spirit, and we will make it easy for Gen "C" travelers to join in the conversation and find their unique story. Highlighting the successes of Nevada's tourism industry will enhance and solidify our reputation as a destination.***

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

***The Glenn Group public relations team will work closely with and oversee all aspects of the strategic direction and planning process with our "sister" disciplines of advertising and media as well as partner agencies i.d.e.a. and Ciceron. We begin our process by developing strategic plans, communication schedules and reporting systems. As the lead on the award-winning Secretary of State's online voter registration campaign, The Glenn Group drove the integrated strategic direction of the initiative while ensuring that all messaging, grassroots engagements, multiple platforms of earned and paid media were integrated and working cohesively to meet the goals and objectives of the program.***

2. Communications Strategy

***Our planning process will focus on integrated strategic executions to ensure that consistent and compelling messaging is delivered to each audience resonating through stakeholder, consumer, trade, social media and other components of the campaign. We know that in order to elevate the brand, the messaging needs to be authentic; it needs to inspire but it needs to be on target. The Glenn Group will conduct a full audit of our communications channels and platforms and the information within each to ensure that all are working together to convey our messaging cohesively, efficiently and effectively.***

3. Consumer Media Relations

***Utilizing The Glenn Group and i.d.e.a. teams' extensive travel and tourism media relationships, we will organize coast-to-coast targeted media missions and campaigns on behalf of the Nevada Commission on Tourism - from morning television to long-lead glossy print and online coverage. We will all work simultaneously to expand your presence to a national audience, attracting some of the most influential and interesting people in the world, while also reaching those who are more aspirational and will target markets including key "fly-to" and "drive-to" DMAs. We will pitch Nevada for regular inclusion in national trend round-up stories on top-tier outlets such as "http://usatoday.com/"USAToday.com, "http://nbcnews.com/"NBCNews.com, "http://abcnews.com/"ABCNews.com, "http://cnn.com/"CNN.com and develop pitch angles for inclusion in niche categories like LGBT, "men's interest" publications, and more.***

***Press trips are planned with budgets, outcome and timing in mind. We recognize that these opportunities need to be planned and coordinated to ensure we are reaching the right audiences and demographics. At the beginning of the year, we will work with you to establish a plan for press trips and annual budget that includes hard costs and a list of partners who will host or offer accommodations at cost. Our team will coordinate the trips ensuring that all journalists are on assignment. As we do with our overall earned media coverage, we will provide the same level of tracking and reporting analysis to demonstrate the value of each trip.***

***Creating consumer interest and appeal for the Hotel del Coronado, i.d.e.a. had the primary goal to position the hotel as the premiere destination for five-star coastal luxury by delivering continual top-tier national, regional and local media coverage that captured The Del's history of excellence. As part of their goal to elevate The Del's reputation to national and international audiences, they identified key feeder markets for in-person media relations blitzes to showcase creative programming such as Skating by the Sea and offerings such as the rollout of Del Beach. The agency strategically identified key influencers within each media landscape and, on behalf of Hotel del Coronado, pitched these journalists to secure attendance at media receptions and scheduled one-on-one meetings with hotel executives. The team also regularly pitched to national media opportunities surrounding hotel and industry trends. This is an example of sharing the brand through the experiences of journalists allowing them to interact with the brand in a positive way, offering context to their content. They believe this type of program will play a large role in generating interest and intrigue within our travel and tourism FAM trips and one where we can create lasting affinity for the Nevada Commission on Tourism.***

***We understand that in-market press trips are opportunities for us to tell others what we know and love about our beautiful state. Through The Glenn Group's work with the Nevada Sesquicentennial, we have seen firsthand the excitement and interest Nevadans have in showcasing their communities and events. Whether it was an event in Panaca, highlighting activities over July 4th or planning activities at whistle stops for the "Union Pacific Battle Born Express" Heritage train visit, The Glenn Group touched many events and communities throughout the state. This experience will allow us to identify natural opportunities to bolster in-market press trips while highlighting signature events such as Cowboy Poetry, Artown and golf/ski trips.***

***The Glenn Group will develop ideas to showcase the endless attributes our state has to offer. We believe that once the Travel Nevada app is developed, the realm of possibilities are endless. Juxtaposing innovative technology to the far reaching roads less traveled throughout the state, are the types of stories the media hasn't yet seen or experienced. Inviting them to try it for themselves offers them context and content. Through the use of the app, they will experience and document (photo, video, essays) their journeys through Nevada organically creating content. We know that national publications are looking for human interest, innovation, creativity, recreation and social responsibility stories that get to the heart of their audiences. This is merely an extension of the "Discover & Do" program.***

4. Trade Media Relations

***When promoting a destination brand partner through trade publications, The Glenn Group customizes every story pitch to meet our partner's specific needs. We increase the brand's profile by maximizing reach both online and offline by raising awareness among consumers to create a buzz. We will use our collective experience and compelling storytelling to secure placements and FAM trips.***

***Tracking and measuring all of our earned media is integral to our plans. It's how we gauge our effectiveness and whether our plans are working in tandem with other communications programs. We will provide monthly monitoring reports that will include: quality press coverage, media, influencer and blogger visits, monthly KPI report analysis and activity, and a social media report.***

5. Social Media

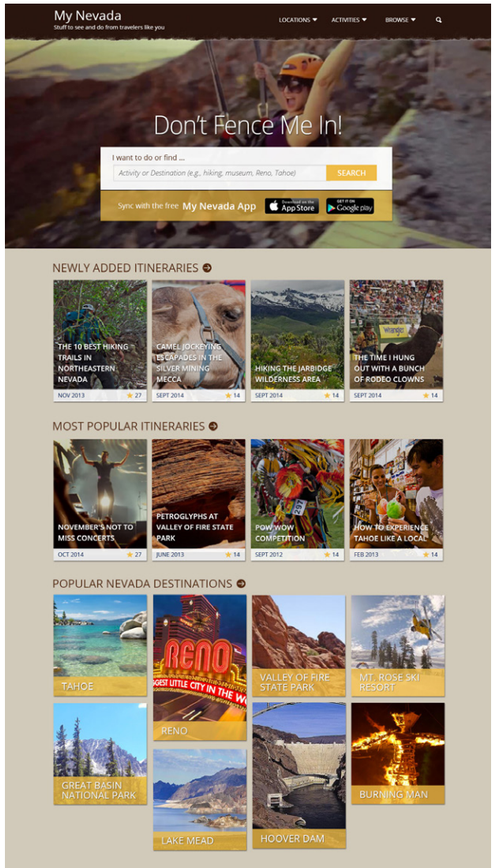
***Social media is obviously an integral part of any good marketing program. We see social programs as marketing bridges, vital to the integration of advertising and public relations strategies into connective, authentic conversations with a brand's many audiences. Travel and tourism is a highly social experience. Potential visitors are asking for recommendations from trusted sources long before they consider booking a hotel room or getting on the road. We understand that your visitors trust each other and trust expert travelers who either live in Nevada or have traveled there before more than they trust the NCOT. We see the evidence of that in our own proprietary research (SEE INITIAL NCOT RESEARCH FINDINGS TO NCOT ATTACHED IN THUMB DRIVE), as well as from other third-party sources such as Edelman's 2014 Trust Barometer. More often than not, that means that potential visitors to Nevada will look within their own personal social networks, on forums such as TripAdvisor and on other external social media channels first before they engage with your owned social channels. Daily and weekly monitoring not only of channels, but more importantly, of relevant conversations that are channel agnostic is an essential part of a proactive social media strategy.***

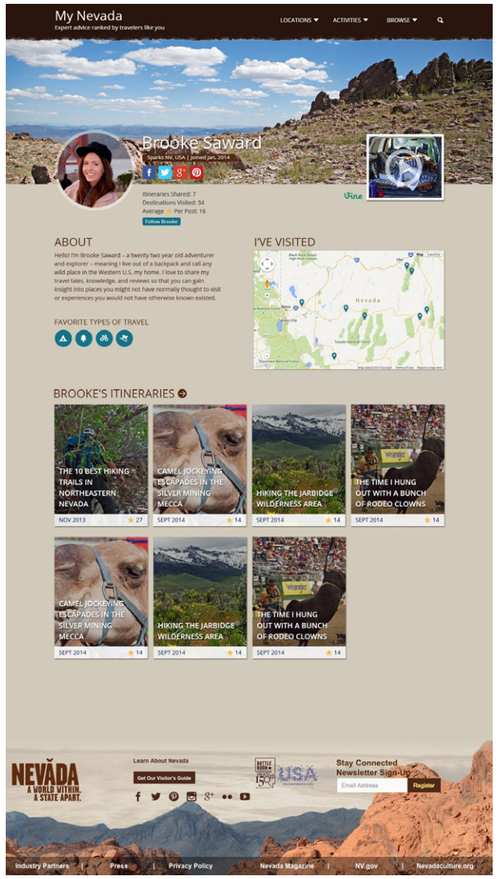
***Using PR and social media in tandem has always proven to be effective for The Glenn Group, and it proved to be highly effective for i.d.e.a. when creating a completely integrated marketing strategy to promote the completion of a significant upgrade to Harrah's Rincon Casino & Resort (now Harrah's Resort Southern California) pool area. The firm garnered awareness of the pool area through extensive consumer behavior research and strategy, regional PR, social media, creative, media placement, events and digital strategy, with results that far surpassed the goals and expectations of the client. This is the type of planning and thinking we will employ to maximize each channel.***

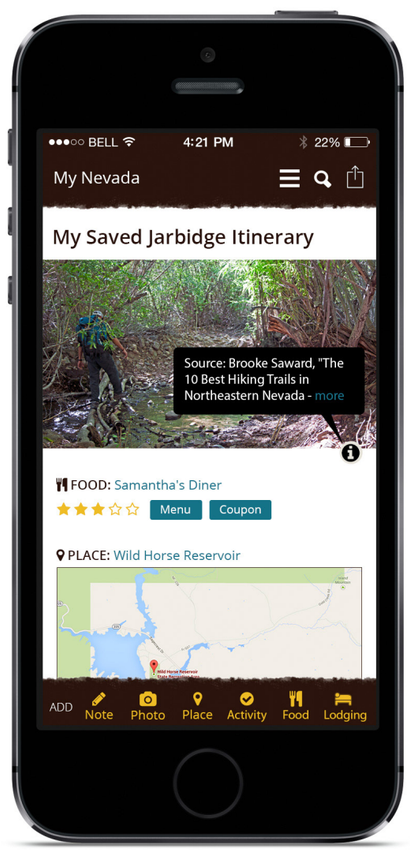
***We understand that monitoring not only your owned social channels, but more importantly, the conversations about Nevada are key to understanding the mindset of visitors in all stages of their decision journey. We would recommend implementing a robust monitoring and response plan to proactively identify prospective visitors as well as to encourage advocacy from past visitors. We have relationships with many of the leading social listening platforms, and Ciceron was a beta partner of Radian6, the premier social listening platform, since 2008.***

***While there will always be conversations that occur on owned social channels such as Facebook, Twitter and Instagram, the reality is that these channels are not truly "owned". At best, they are "rented". Visitors have opted-in to receive communications from you via these networks, but they are in charge of who or how often they receive them. The opportunity then becomes to augment your social engagement strategy with a more robust community of expert Nevada travelers who create original content on a platform that you own. Aligning your digital experience around content your visitors trust will instill a true sense of authenticity in the experience, and will allow all visitors to collaborate and celebrate their travels with other like-minded Nevada visitors.***

***Based on our past experience, we've created an example of what a platform you own, full of trusted content, may look, feel and function like.***






6. Stakeholder Communications/Public Affairs

***Developing consistent communications, reporting on successes and showcasing accomplishments to our list of stakeholders will demonstrate the value that tourism brings to the state. The Glenn Group will develop opportunities to communicate with our stakeholder groups, travel and tourism partners and trade associations. Where applicable, we will utilize appropriate stakeholders in national press statements and video testimonials for use at the Nevada Legislature, Governor's Conference and territory meetings. We will encourage and enable our stakeholders to tell their own destination stories, creating additional buzz and awareness.***

7. Online Press Room

***Our planning will include an audit of the online pressroom. As one of the most important tools we have, online pressrooms are still the foremost destination for journalists seeking fact sheets, images, press kits, and historical information. The 2014 BusinessWire Media Survey revealed that these items along with branded pieces, event information and contacts are still highly sought after by journalists. As your public relations team, The Glenn Group will ensure that your online newsroom is not only content rich but we will drive journalists to it as we pitch and deliver stories through our media relations executions.***

8. Annual Report Development

***It's important to convey the value of the department's work by documenting and communicating the achievements and success of the multiple campaigns. The Glenn Group will assist you in chronicling the activities through press clips, images, blog posts, social media tracking and monitoring to be included in an annual report.***

9. Governor's Conference on Tourism Coordination

***The Glenn Group's PR team has extensive experience in event planning and will work with you to bring new ideas to the Governor's Conference on Tourism's success. Through our strategic communications plan, we will identify opportunities for significant press announcements, emerging trends in tourism, partnerships, story angles, and engagement from speakers, media and stakeholders.***

***As the agency of record for Sempra U.S. Gas & Power's Nevada presence, The Glenn Group was called on to assist with President Barack Obama's energy policy announcement at Sempra's Copper Mountain Solar Complex. Keeping in mind that they were planning an event for the leader of the free world in less than five days, the team managed strategic planning, internal and external expectations, communications and an onslaught of local and national media attention. Managing the earned media side of the event required an understanding of the media's needs, deadlines and the hierarchy under which they operate. While the team on the ground was managing the details, the behind-the-scenes team was supporting requests such as 80' of banners and signage to block "lines of sight." Due to the limited size of the event, the selection of guests was crucial to the security and profile of not only the***

***client but the state. With the help of the White House advance team, Secret Service and their trusted event vendors, every expectation was met. Sempra's solar field was on the cover of most major metropolitan print publications – in fact the agency was able to identify at least 2,179 stories with nearly 600,000 page views per million and an audience estimate of 38 million. The Glenn Group's team is often called upon to manage details and limited timeframes. When we have the opportunity to work with you on your events, we will extend the same attention and level of detail to every event.***

10. Education

***Assisting industry partners with the creation of campaign messaging, materials and ideas for co-promotions will ensure that our industry partners are aware of all of the PR opportunities available to them. The Glenn Group welcomes the opportunity to develop communications tools and/or presentations at territory meetings, the Governor's Conference and other venues to assist industry partners with ongoing programs, partnerships and communication campaigns.***

***Proprietary Initial NCOT Research Findings and Initial Thought Starters to evolve the "Don't Fence Me In" campaign are included in attached thumb drive.***



# 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 vendor(s) to ensure all creative direction is evidence-based.

***At The Glenn Group, our ideation process begins long before our teams start creating elaborate post-it note matrixes and mapping out ideas on white boards. It all starts with the detailed strategic approach we outlined in section 3.1.2.***

***The information we get from research allows our integrated teams to step into the shoes of the audience and see the world – and the brand – through their eyes. So the comprehensive research you would provide us will truly help us share your brand more than push your brand. And this information would be boiled down and included in a strategic brief, which would be approved by the NCOT team before any concept work began. The brief would act as a North Star for the integrated team, keeping everyone on the same page.***

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;

   ***We specialize in audience-centric, hyper-targeted messaging, so once we have a solid understanding of the brand and the people we'll be communicating with – what motivates them, what excites them and ultimately what moves them to take action – we start getting down to the fun stuff: creating all the pioneering ideas, messages and tactics that form a well-planned, thoughtful and impactful campaign.***

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

   ***To raise awareness of Nevada, it will be important to highlight the state's unique attributes through bold, pioneering, "Don't fence me in" thinking that speaks the language of our target audience. During our ideation process, including a fully integrated team, we will devise several different integrated campaign concepts, in collaboration with the NCOT team, that will build awareness and consideration for Nevada as a destination by sharing the brand in resonant ways. Each of these campaigns will include multiple ideas within earned, owned and paid that create emotional connections and drive response. Our integrated efforts will also utilize the current NCOT database with targeted and segmented/tiered direct communications, both digital (email) and traditional direct mail.***

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

***We specialize in sharing compelling brand stories while driving visitation—to websites, venues, properties and destinations. We've been developing research-based direct response campaigns that lead with the brand message for decades, and based on the results we see we are constantly experimenting, testing and retooling our messaging to optimize action and engagement.***

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

***Our thinking always begins with the brand, what it stands for and the persona it speaks to, so it's second nature for us to ensure that marketing integration occurs seamlessly through every channel. The brand and the audience guide that process, and our method of "connection management" shepherds fully integrated ideas and executions.***

***Throughout ideation, concepts are generated internally by teams consisting of creative/content, PR, strategy, digital, social, creative technology and account management. And as they are fleshed out, they are consistently reviewed by leads from each expertise. This assures that every idea and potential execution we ultimately present is on point strategically, that they blend with all other aspects of the campaign and they work toward accomplishing the client's objectives.***

***All concepts will be on target strategically or they won't survive our own cuts. We have no "weak sister" concepts when we share ideas with clients. Everything we show is strategically sound, a reflection of the brand, and will work hand-in-hand with all other aspects of a client's marketing mix. Print ads, PR initiatives, social content, landing pages, contests, strategic partnerships – every piece, working together, will form a singular and unique brand voice.***

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 stated in section 3.1.2., every Glenn Group project begins with a process of strategic planning. Through a greater understanding of the goals and objectives identified by the NCOT, we will work with our marketing partners to establish the best course of action with the best strategic approach across our integrated disciplines to exceed the expectations put forth in the agreed upon annual marketing plan. And we will create a detailed "integration map" to illustrate the path execution will follow toward the end goal.***



2. Research Integration – Work closely with the Division of Tourism's research firms to ensure all campaigns are based on the proprietary research, industry trends and consumer behavior (external research e.g. KBM, MRI, TNS US, LLC).

***The Glenn Group will rely heavily on the Division of Tourism's existing primary research to fit into our own brand planning methodology. The perspective of the audience and the competitive marketplace is crucial in our ability to fully understand the position inhabited by the NCOT brand and the nuances necessary across its messaging platform.***

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.

***With the supplied research and the existing brand platform materials and usage standards as guidelines, The Glenn Group and its partners will continually look at opportunities to evolve the brand from its current form to better represent communication trends in the marketplace, in technology and changes to the competitive environment. Changes to the messaging strategy and campaigns will be developed based on agreed upon directives, timelines and tactical executions. Any changes to the campaign will also result in appropriate changes deemed necessary to the existing brand guidelines. The brand guidelines will define the brand's practical uses and include a brand usage outline that explains to stakeholders how to incorporate the brand in partner marketing outreach.***

***Our reputation has been built on providing our clients with unexpected, thought-provoking, innovative ideas that launch and evolve brand and share them with consumers. We have created and launched brands like MGM Grand and Mandalay Bay; repositioned brands like NCOT, the Stratosphere in Las Vegas and the Silver Legacy in Reno; and have helped other brands like Seminole Hard Rock evolve in new generationally targeted directions.***

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

***We always find a way to make a client's message stand out and resonate, whether that audience is Boomer grandmas with loads of disposable income or Gen Y/Gen Xers with a zeal for authentic adventures on a shoestring budget. With bold, pioneering ideas we're able to create and extend brand awareness, but we don't stop there. Our goal is always to not only share a brand, make it part of a larger conversation and to help people think about it and see it in unexpected, imaginative ways, but to also ultimately convert audiences into visitors and brand advocates.***

***Our team has extensive experience with all aspects of implementation and production, from environmental, grassroots, broadcast and print to collateral and content to direct mail and digital and pretty much everything in between.***

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

   ***As we mentioned before, we actually share office space with a nationally published photographer and nationally recognized production company, so our production knowledge is extensive, ever-growing and every-evolving.***

   ***In addition to those relationships, we've also developed partnerships with other incredible partners over the years, including some of the world's leading advertising photographers, illustrators and directors, as well as agents and producers, allowing us to provide our clients with a world-class creative product from partners we've already closely vetted.***

   ***In addition to relationships with these partners, we have extensive production resources in-house, including gMotion (our motion graphics arm) as well as digital development and content creation capabilities. This allows us to take a campaign from concept to completion almost entirely in-house, if that is what resources require.***

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

   ***As you will see throughout this response, The Glenn Group and our team of partners are not limited to "traditional" media or thinking. We will continually look to the online environment through online display and mobile banners, paid search, paid social, thoughtful web design, mobile application design and development, inbound content marketing and lead generation, social platforms as well as offline grassroots, experiential marketing and creative technology to work in conjunction with legacy media channels and communication tactics to meet the goals and specific success metrics identified in the marketing communications plan.***

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

   ***Please refer to Section 3.2.1.4 Digital, C. General Account Management***

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

   ***We work with our clients to identify specific KPI's and success metrics assigned to the clients' key campaign goals and objectives. We develop specific strategies and tactics with conversion points that will provide us with the pertinent information and data aligned with those KPI's. Success metrics may include new business acquisition, sentiment analysis, response and conversion, as well as marketing impressions and awareness. And efforts specific to public relations efforts will be tracked with a business metrics dashboard, through media impressions, media monitoring, with a bi-monthly status and through research if necessary.***



***Nurturing effective relationships between NCOT and its customers also requires a tight integration of CRM data and a collection of actions and data points across multiple customer touchpoints.***

***Once achieved, enhanced integration across channels can allow NCOT to use data in the following ways:***

- ***Targeted email communications before, during and after their visit to Nevada***
- ***Guide media buys and retargeting***
- ***Target "partner ads" on HYPERLINK "http://travelnevada.com/" \t "_blank"TravelNevada.com and new mobile app***
  - ***as people surf locations, activities, itineraries***
  - ***as people create itineraries (suggest better matches)***
- ***Inform staff monitoring & responding on social media***

***Collecting new actions and data points across multiple touchpoints can result in the ability to:***

- ***Track and collect customer activity on website, in mobile app, emails, etc.***
- ***Track sources of online and offline ad campaigns***
- ***Track if/when/where customers use coupons or deals for Nevada partner businesses***
- ***Append social CRM data, too — not just name, email and zip***
- ***Provide a single source for stakeholders to adjust their communications preferences***

***In the end, integration of CRM data across channels is the key to making all marketing efforts smarter and more effective.***

## 3.2.1.3 MEDIA BUYING

***Our media planning process is one that necessarily courses through a number of variables to determine the optimal plan approach. In a marketing environment where options are vast, fueled by technology, it is our team's experienced knowledge of the various media channels and how they behave that deliver on our client's key objectives.***

A. Objectives

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

   ***We specialize in hyper-targeting to drive visitation through various channels, and we have done so for tourism entities, casino resorts, museums and entertainment venues. Each media channel offers clear strengths, and it is the unique mixture of each channel's attributes that will deliver to the NCOT a media buy that is "laser focused." At the same time, outreach requires scale in order to be measurable, thus the need***

***to partner mass reach vehicles with technological platforms that bring granularity.***

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

   ***Targeting parameters, whether geographic, demographic or psychographic, are methodically researched via available primary, secondary and third party resources to arrive at most likely prospects. At the same time, we must give consideration to the traveler's path to purchase, understanding that it bounces back and forth in a multi-channel media environment, from offline exposure during awareness and discovery…to online exposure during research, planning and reservations…as well as during the sharing of experiences, either while traveling or after returning home. This continuum requires support throughout the digital ecosystem, fully understanding the use and role of each digital touchpoint in that process. It also demands a more year-round digital/content focused effort which aligns digital marketing channels with the customer journey.***

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

   ***Plan implementation finely balances a multitude of considerations: weighing respective cost efficiencies between media channels to determine best value; flight length and strategic timing of the exposure period; supporting sufficient media weight to not only create awareness but to motivate to a desired action. While this does not represent an all-inclusive list, it does articulate the thoroughness that is required to deliver upon a strategic media plan.***

   ***Plan implementation also naturally incorporates cost factors. We have been in the media marketplace to such an extent that we have an arsenal of market intelligence and firmly established relationships with our media partners. This gives our buyers the power they need to leverage favorable pricing, value-added exposure and promotional opportunities. And unlike mega media agencies, The Glenn Group's media team remains nimble and responsive, with an entrepreneurial spirit that routinely seeks buy enhancements.***

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, and funding per channel/outlet. Plan must be completed on or before 45 days prior to campaign start date;
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;
3. Provide ongoing campaign monitoring to ensure all channels are working at the highest level of efficiency possible; and



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

   ***Our media process is also one that relies on collaboration and transparency, which is pivotal in the establishment of an executable plan and the development of key performance indicators (KPIs). These need to be mutually established and agreed-upon at the outset with a clear time horizon and the understanding that some media channels are more measurable than others. While online initiatives are highly trackable and can be optimized to the KPI, offline media channels will typically require a proxy approach. We will work closely with the NCOT and its marketing partners to provide the necessary results reporting, as we do comprehensively every day with our existing clients.***

## 3.2.1.4 DIGITAL

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's 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.

***For today's digitally-connected travelers, travel is an experience meant to be shared with others. Unlike generations past, today's travelers are making decisions based on recommendations, reviews and stories from other travelers found online and, most important, people they trust within their social networks. Whether it's asking for recommendations on Facebook, finding an amazing Airbnb listing, or posting real time photos of the beautiful Nevada landscape from their mobile phones, the rise of social networking and the sharing economy have fundamentally changed the way people travel. To put this in remarkable business context, Airbnb – a company that didn't exist a few years ago – just became the largest "hotelier" in the world.***

***In an environment where everyone is a publisher with a very real audience, this explosion of self-published content makes it difficult to find trusted sources of information. As a result, vacation travelers find themselves researching up to 38 different sites before actually booking a trip (Expedia/Compete study, 2013). Our vision as your partner is to strategically surround the Nevada traveler at all digital touchpoints with relevant and shareable digital experiences, leveraging your trusted internal expertise, creating strong connections, and building a community of Nevada travel enthusiasts who drive bookings, local business, and new connections.***

***Ciceron has developed a core expertise in helping organizations succeed in an interconnected world by aligning their marketing investments against the actual media and social habits of your audiences and constituents. This often means helping our clients "do marketing" in fundamentally different ways that are more distributed and less centralized, and therefore more scaled. We believe this approach is particularly relevant to state organizations who are accountable to taxpayers. With a strong background and expertise in web technologies, we work hard to balance these constantly evolving dynamics by rooting our work in metrics and data. And we use this data to share valuable insights about your audiences, advocates with internal teams, senior executives, and legislative bodies. Because of the fast pace of change occurring right now, having data and facts to back up specific strategic recommendations are paramount.***

***Putting the Consumer First***

***From the time we first start evaluating your existing digital experiences and thinking about your future, Ciceron will be an advocate for putting your audiences front and center. Finding the right way to combine their needs and expectations with your business and marketing goals should drive all of our decisions. "Simple, elegant and user-friendly" are our guiding principles. Ciceron believes in the power of brand advocacy – that enthusiastic visitors will introduce you to your new visitors. We are thoughtful in our approach and execution, and build insights along every step of the way to continually make any digital experience better.***



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;

***Great states are built on great experiences with the state. In the same way, great online businesses are built on great web and mobile experiences. At Ciceron, we listen, absorb and learn, then plot, engage and astound. We believe that any online problem, large or small, has a simple and elegant digital solution. We just need to be creative problem solvers, both visually and technologically. We create pixel-perfect and pitch-perfect websites, marketing campaigns and mobile apps. Making something great matters to us. It matters to you. It matters to your customers. The joy and engagement experienced by your visitors that help build brand advocates and advocacy is the core of a great business, especially in the travel market as our clients experience every day through their work with us.***

***People Come First***

***We loathe the word "user." It's dehumanizing. Instead, we consciously design and develop for people. We advocate for their goals. We start all projects with a conversation about objectives and the people involved – developing personas and behavior scenarios and business roles that will inform the functionality, architecture, content and design of your digital experience. We know that websites and smartphone apps are how your people connect and interact with your state and the destinations therein, so we want to understand the why behind the needs and demands and emotions of everyone involved, from your visitors to those inside NCOT. This fundamental understanding guides us in creating astounding and elegant experiences.***

***It Takes Work to Build Relationships and Teams***

***Ciceron believes in building open and long-term working relationships with our clients. We want to earn your trust to be your long-term trusted partner, like we have for companies like Delta Vacations. We will work hard everyday in meetings in Carson City, in daily stand-up meetings at Ciceron, in Google Hangouts and Skype calls, and in emails, texts, and chats, to bring intimacy to our work together. A true partner is present. A vendor is not. We will collaborate across all the marketing and communication teams, of course, but also with IT staff responsible for servers, programming and delivering technology. The only path to a great web and mobile experience for our customers (travellers and partners) is when we can rely on well-oiled cross-departmental teams to all push in the same direction. We've seen it too many times, when marketing and IT are at odds, and sometimes don't even speak the same language. Ciceron helps bridge that divide. As a purely digital agency, Ciceron marketers speak geek. And PHP, HTML, CSS, javascript, Drupal, Wordpress, Joomla, as well as PhoneGap, Objective C, and now Swift for iOS & mobile apps.***

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

***Ciceron advocates for including your site visitors and your various constituents in the process of defining "ease of use." By incorporating their feedback before and after***

***any major site improvements, we can baseline satisfaction and establish a return on investment for these site enhancements. We may use a combination of site analytics, online usability testing, intercept satisfaction surveys and social sentiment analysis to evaluate the health of the Division of Tourism's digital properties at any time. Ciceron's team is well-versed in a wide variety of website analytical tools, including, but not limited to, Google Analytics, Omniture SiteCatalyst and WebTrends.***

***In addition to the satisfaction of your website visitors, we recommend the use of monthly executive dashboards to provide insight into how the various websites are meeting their business objectives. Our approach to analytics and insights is focused on the ability to take action on the information provided. To us, reporting is nothing but numbers, and true insights are a direct result of a strong partnership between the Division of Tourism, your target audiences and Ciceron.***

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

***At Ciceron, we understand that the day you launch a website is just another day in business. We also understand that the digital experiences Nevada travelers have with the Division of Tourism begins long before they arrive at your website. Our approach toward optimizing the entire digital ecosystem begins with fully understanding and documenting the use and role of each digital touchpoint in that process, before, during and even long after they visit TravelNevada.com and other NCOT-hosted web properties. Generating awareness of Nevada's unique offerings is critical to the overall digital experience, and as such, we are a strong proponent of aligning the appropriate digital marketing channels with the customer journey to build awareness and drive traffic. But our job does not end with the execution of a search engine or display network ad. We take the time to understand your site visitors' true motivations, their digital footprints, and provide experiences that will exceed their expectations. In particular for digital advertising, search marketing and optimization, we do not just stop at the click-through-rate; we look at the users' entire experience with your brand and optimize the whole picture to improve results. We often bring a much more critical approach to metrics and performance as we demonstrated during our previous work with NCOT, resulting in robust ROI models that were shared with legislators and their committees.***

***Ciceron is a certified Google Partner agency and has a number of Google Adwords Certified personnel on staff. Ciceron is also very in tune with the revolutionary changes that have impacted the search engine optimization industry over the past few years, namely the major impact that the Penguin and Panda updates had on the measured influence of social content. By and large, we see these as favorable changes, and see a tremendous opportunity to continue and expand the current content creation efforts, identifying and inviting influential Nevada travel enthusiasts to increase the frequency of publishing unique, original content to enhance your overall search rankings. We'll work with your IT team to identify on-site optimization opportunities, conduct the keyword research to incorporate into your overall content creation efforts, and report weekly and monthly on your success. For paid search management, we'll begin with the same keyword research and target customer targeting, create relevant campaigns and provide landing page optimization and testing to improve results. Lastly, we'll provide executive reporting and insights, identification opportunities and next steps.***

***Ciceron also recommends considering additional paid digital media opportunities such as highly targeted paid social ads on sites such as Facebook and Twitter to reach potential visitors. In particular with Facebook's industry-leading targeting capabilities, we have seen tremendous success in generating interest and driving qualified traffic to our clients' websites and Facebook pages.***

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

***The best mobile websites and smartphone apps are the simple ones. Our strategy for mobile cannot be to push everything on our website into an app. Instead, we need to figure out how to prioritize, then say "no," and cut back to a simple experience that meets the needs of people interacting with the Nevada travel info on the go. We cut to the core, and get the UI out of the way of delivering information.***

***At Ciceron, we've built enough responsive sites and mobile experiences over the last several years to have earned our stripes. We know the technology. We can connect databases and content management systems to power mobile apps and responsive websites. We've built engaging games to push activity and social sharing. What direction is best for tourism in Nevada? That's a decision to be made when we've listened to the people, understood how they want to interact with the state, and nailed down a vision for digital engagement on mobile.***

***We also know that Nevada is often a rural experience with unpredictable internet and data connections. We want visitors to carry their phones and take pictures and videos to document their great trips. Thus, we need to build and offer robust mobile tools that can gather stored photos, sounds and videos, and let people stitch together compelling stories in this offline environment, and then document and share their great Nevada experiences with us post-visit or when they arrive in better coverage.***

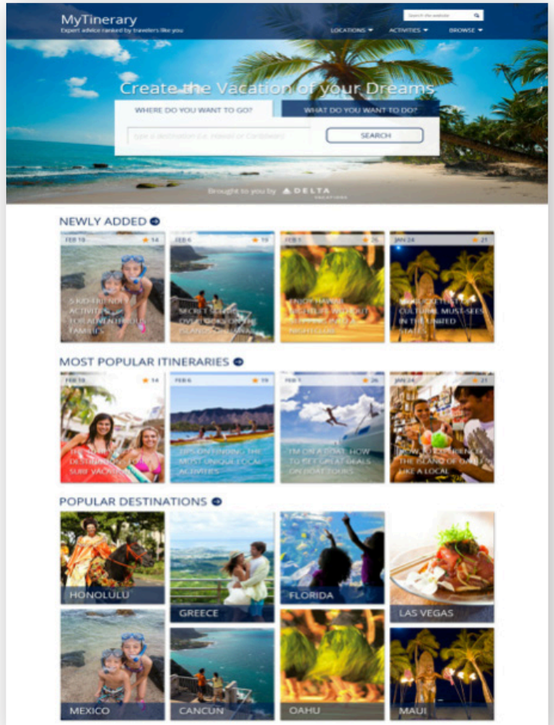
***Truth be told, the best mobile strategies are not only about building mobile tools for visitors, but about utilizing existing apps and sites that people already use to tell their stories. Our job is to curate these stories and interact with already established communities. Our experience proves that existing platforms, like Instagram, Facebook, and review sites like TripAdvisor and Yelp, provide a much richer and scalable environment for us to tap and then syndicate back into our own branded environments. Attempting to compete with these sites is a futile and expensive proposition.***

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

***Given our long-standing history and experience in the travel and tourism industry, we understand that the travel professional is still an essential partner in the travel***

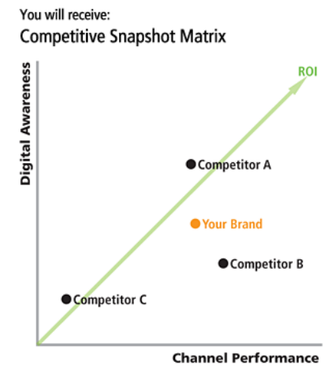
***ecosystem – many times helping visitors navigate the plethora of travel content on the internet. Through our own first-hand experiences with other travel clients, we see travel professionals embracing the nature of the social web as an outreach tool to the end traveler. Our approach to working with these travel professionals is to proactively provide them with the "inside track" on Nevada destinations and experiences, and allow them to customize and share their knowledge with their customers via social channels. These aptly-named "advocacy platforms" bring scale and efficiencies to interactive and mobile outreach, and can increase the reach of your messaging by up to 10X than if you were to solely use your own channels, or rely on more manual efforts such as Twitter outreach alone. We have successfully deployed similar solutions for current clients in the travel industry, which has been met with rave reviews by travel professional partners.***

***The more savvy travel professionals have become media channels of their own – amassing thousands of followers on social channels as they create, curate and develop relationships with their customers. Those relationships are built on a foundation of trust and expertise, and those traits are ones we recommend tapping into as part of an influencer outreach strategy, for both certified travel professionals as well as socially-connected travel enthusiasts. For these top influencers, we recommend going above and beyond simple online outreach, and giving key travel advocates the opportunity to experience Nevada in real life. These may take the form of socialized FAM trips that allow the travel professionals the opportunity to experience Nevada in unique and interesting ways, giving them the opportunity to blog, post, Instagram and tweet their experiences to their networks.***



B. 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 accomplished within the specified budget and outlined in the annual marketing plan;




***We begin this process by creating one of Ciceron's "Digital Snapshots™" of your digital awareness and channel performance, as compared to your major competitors. For Nevada, we'll review the tourism sites and other digital channels for surrounding western border states such as Utah, Idaho, Arizona and New Mexico. The Ciceron Digital Snapshot™ is designed to provide a glimpse into the current state of your brand, competitors and industry. The areas of evaluation are aligned with the Marketing Ecosystem and are driven by industry benchmarks, best practices and public data. This becomes our baseline, and provides a recipe for achieving success in not just a single digital channel, but across multiple channels, as they all play a role in the Nevada visitor experience.***

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;

***Our approach to competitive benchmarking extends beyond your typical competitive set to include other websites, apps, social networks and digital tools your visitors may be using before, during and after their trip to Nevada. Our deep connections and experience in the travel and tourism industry give us a strategic understanding of the needs of your visitors, but we also look for "the white space" to identify opportunities not currently being met by the Division of Tourism or the market in general. Not only are we familiar with these best practices, but in many cases, we are avid users of the websites, tools and mobile applications. We consider our team to be the ultimate test bed for our clients to ensure they are always aware of the latest and greatest developments in technology, as well as providing insights into those new "shiny objects" that generate a lot of buzz, but aren't strategically aligned with your marketing goals and objectives.***

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

***Ciceron believes that website content strategy and website architecture go hand and hand – both should be research driven and neither can stand alone. We ask people – via card-sorting exercises to help us arrange categories of content and for opinions and advice on early iterations of page layouts and site prototype experiences. We must look to our key target audiences to help us develop the content and functionality paths for our website and mobile experiences. The primary navigation and primary messaging must be clear and easy to understand, as well as being a sound reflection of our audiences' needs and expectations. This holds true for primary site structure and navigation, but also for the layout of individual web pages. Our strategic mantras should be: (1) are we helping people get the information they need in an easy and accessible way, and (2) are we helping people interact with the brand and experience Nevada in an excellent, memorable and sharable fashion. By asking the people directly for their help, finding out what really matters, and filtering that advice through our strategic filters, we will come up with a best-of-breed site architecture. Not all sections of a site should be given equal weight. Not all words and functionality are equally important to the larger story. The following challenge, then, is to use our creativity and expertise to highlight what's most important and arrange the site or app to ensure a cohesive story for the brand. Of course, for smaller projects and sites, we can often fall back on past experiences and our vision to shortcut this architecture process. In either case, an agile and adaptable approach, free from the constraints of "we've always done it this way" or "this is how our business is structured", works best.***

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

***As an advocate for the complete visitor experience, Ciceron understands the importance of integration across not only all digital touchpoints, but also across offline media. We consider ourselves to be a true partner in the sense that we work well not only with our clients, but also other agency partners to ensure that we satisfy the needs of Nevada visitors. We commonly use digital collaboration tools, in-person meetings, video and phone calls to ensure that we not only get the job done, but that we develop long-lasting relationships with our clients and other agency partners.***

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

***Ciceron actively seeks out nimble UX designers and developers for our team. Each feels equally at home with design tools like Photoshop, as with HTML, CSS, javascript and various coding languages. We believe this broad skill base makes us the best creators of the best digital experiences. Understanding the limitations and possibilities of the many angles of our building environment lets us be creative on several levels (from design to front-end interactivity to backend CMS programming) and expand the boundaries of what can be done in digital.***



***At the same time, we are diligently focused on creating the best experience for the people visiting our sites and using our apps. Small changes to a design, or tweaking how fast a web server delivers a page are huge wins for us and you. Again, creating great experiences makes it that much easier to ask people to become advocates for your brand.***

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

***Ciceron is a platform agnostic shop. We all have our favorite systems and technologies, of course, but our designers and developers have broad knowledge across many CMS (content management systems), such as Wordpress, Joomla, Concrete 5, Expression Engine, PhoneGap and, of course, Drupal. And each of our team members is active in developer communities – both giving back to the community and learning new techniques from experts from around the world.***

***We also play well with others. In many projects, we work with the internal design and IT teams on-staff with our clients. In fact, for one hospital client, Ciceron's developers needed to be certified as HIPPA-compliant, so we take the twice-yearly assessments right along with the hospital web team and server administrators. And we often set up code-sharing repositories (Git, Subversion, etc) to ease integration across teams and to keep a detailed history of code changes. On top of that, as geeks at heart, we love any chance to talk tech with a new team.***

***Regardless of the platform or designer or programmer, our goal is to develop and custom-fit the CMS to be easy-to-use not for the developers but for the staff and partners who will be using the tools. The designer in us wants an elegant experience not just for the public, but for those adding stories and content. Our goal is to require zero (or next to zero) training, as our content tools are meant to be that intuitive.***

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

***Please refer to No. 10 on next page.***

9. Provide a monthly web analytics report (components to be determined at a later date); and
***Nevada travellers are consulting more sources than ever before making a decision, because the information is available to them. Using web analytics, social media monitoring tools, search activity and online surveys, Ciceron can help you capture this information and make strategic decisions from insights extracted from this data. We can help you better understand your travelers and their increasingly complex consideration process.***

***We have deep experience in a variety of analytics platforms to help translate the digital footprint of your website visitors. From Google Analytics to Omniture SiteCatalyst to WebTrends to Radian6 and others, we move beyond simple reporting to create insights***

***to cut time to market for new campaign concepts, help you keep your competitive edge and uncover real opportunities for the Division of Tourism.***

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

    ***Integration requires on-going and close collaboration with both the Division of Tourism as well as additional agency partners. Our vision to surround the Nevada traveler at all touchpoints requires close integration to define comprehensive campaign strategies, design memorable engaging experiences and maximize each channel's strengths and capabilities. Ciceron employs a team of talented digital experts across a variety of tactics, and our agile approach to marketing ensures we have the right resources available at the right time to deliver exceptional integrated digital experiences.***

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

    ***Please refer to 3.2.1.4 Digital, A., 3.***

C. General Account Management

***We fully understand the importance of account management and administration and use a variety of methods to ensure we manage our work on behalf of our clients in an exemplary fashion. We have demonstrated the use of and effectiveness of these processes with our work with State agencies including NCOT.***

***Our account management and public relations teams act as project managers and continually monitor progress with our clients, internal teams and subcontractors to ensure that goals, timelines and budgets are being met, improvements to the processes are implemented when necessary and to ensure program integration across all marketing/communication components. Details and timing of campaign activity and projects are communicated with clients through regular status reports and status meetings. With an office in Reno, attending meetings at the Division of Tourism offices is very convenient. Many of our team members have attended both the Governor's Conference on Tourism and Rural Roundup and look forward to attending again as well as helping to plan and execute the events.***

***When it comes to your finances, safeguards are always in place. All marketing and advertising plans are approved before a penny is committed. We have state-of-the-art agency management and accounting systems with a variety of reporting options to let you know exactly what has been accrued against each and every project we work on – both financial information as well as employee time. Budget recaps are provided on a monthly basis to ensure we are always on budget. You'll never have to guess where your money is being spent.***



# TO SEE MORE WORK AND LEARN MORE ABOUT THE GLENN GROUP, I.D.E.A. AND CICERON, PLEASE VISIT OUR WEBSITES.

***Proprietary Initial NCOT Research Findings and Initial Thought Starters to evolve the "Don't Fence Me In" campaign are included in attached thumb drive.***

the glenn group
advertising | interactive | public relations

theglenngroup.com

idea.

theideabrand.com

ciceron

ciceron.com

# SECTION 4
# COMPANY BACKGROUND AND REFERENCES

## 4. COMPANY BACKGROUND AND REFERENCES

### 4.1 VENDOR INFORMATION

| Question | Response |
|---|---|
| Company name: | ***The Glenn Group*** |
| Ownership (sole proprietor, partnership, etc.): | ***Corporation*** |
| State of incorporation: | ***Nevada*** |
| Date of incorporation: | ***1969*** |
| # of years in business: | ***45 years*** |
| List of top officers: | ***Valerie Glenn, CEO & Principal;<br>B.C. LeDoux, President/Creative Director & Partner;<br>Gina Brooks, EVP/Operations & Partner;<br>Jennifer Evans, EVP/Media & Partner;<br>Kelly Glenn, VP/Account Management & Partner;<br>Flip Wright, EVP/Strategy & Innovation;<br>Tiffany East, VP/Public Relations;<br>Mike Disbennett, VP/Creative;<br>Brett Rhyne, Creative Director*** |
| Location of company headquarters: | ***Reno, Nevada*** |
| Location(s) of the company offices: | ***50 Washington Street<br>Reno, NV 89503<br><br>241 W. Charleston Blvd., Ste. 111<br>Las Vegas, NV 89102*** |
| Location(s) of the office that will provide the services described in this RFP: | ***50 Washington Street<br>Reno, NV 89503<br><br>241 W. Charleston Blvd., Ste. 111<br>Las Vegas, NV 89102*** |
| Number of employees locally with the expertise to support the requirements identified in this RFP: | ***30*** |
| Number of employees nationally with the expertise to support the requirements in this RFP: | ***30*** |
| Location(s) from which employees will be assigned for this project: | ***Employees from both our Reno and Las Vegas offices will be assigned to this account as needed.*** |

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

| Question | Response |
|---|---|
| Nevada Business License Number: | ***NV19691001772*** |
| Legal Entity Name: | ***MPR*** |

Is "Legal Entity Name" the same name as vendor is doing business as?

| Yes | | No | ***X*** |
|---|---|---|---|

If "No", provide explanation.
***The Glenn Group's Legal Entity Name is "MPR," doing business as "The Glenn Group."***

4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

| Yes | ***X*** | No | |
|---|---|---|---|

If "Yes", complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

| Question | Response |
|---|---|
| Name of State agency: | ***Nevada Secretary of State*** |
| State agency contact name: | ***Ross Miller*** |
| Dates when services were performed: | ***August 2012 – October 2012*** |
| Type of duties performed: | ***Public Relations, Event Planning, Advertising, Statewide Media Planning & Placement*** |
| Total dollar value of the contract: | ***$800,000*** |

| Question | Response |
|---|---|
| Name of State agency: | ***Nevada Department of Wildlife*** |
| State agency contact name: | ***Edwin Lyngar*** |
| Dates when services were performed: | ***March 2011 – June 2013*** |
| Type of duties performed: | ***Plan and place media throughout the State of Nevada*** |
| Total dollar value of the contract: | ***$150,000*** |

| Question | Response |
|---|---|
| Name of State agency: | ***Nevada Department of Public Safety*** |
| State agency contact name: | ***Traci Pearl*** |
| Dates when services were performed: | ***2005 – April 2011*** |
| Type of duties performed: | ***Public Relations, Event Planning, English & Spanish Advertising Campaigns (print, television, radio,*** |



| Question | Response |
|---|---|
| | ***out-of-home, Internet), Collateral, Plan and Place Media throughout Nevada, Website Design and Development*** |
| Total dollar value of the contract: | ***$4,505,000*** |

| Question | Response |
|---|---|
| Name of State agency: | ***Nevada Commission on Tourism*** |
| State agency contact name: | ***JoLyn Laney*** |
| Dates when services were performed: | ***2003 – January 2009*** |
| Type of duties performed: | ***Brand Positioning, Advertising Campaigns (print, television, radio, Internet, out-of-home), Collateral, Plan and Place Regional, National and International Media*** |
| Total dollar value of the contract: | ***$11,350,918*** |

| Question | Response |
|---|---|
| Name of State agency: | ***State of Nevada Treasurer's Office*** |
| State agency contact name: | ***Brian Krolicki*** |
| Dates when services were performed: | ***2002 - 2006*** |
| Type of duties performed: | ***Advertising Campaigns (print, television, radio, Internet), Direct Mail Campaigns, Plan and Place Media, Public Relations, Event Planning*** |
| Total dollar value of the contract: | ***$185,000 per year*** |

4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

| Yes | | No | ***X*** |
|---|---|---|---|

4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

| Yes | | No | ***X*** |
|---|---|---|---|

4.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 2081.*** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E.***

| Yes | ***X*** | No | |
|---|---|---|---|

4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.
***The Glenn Group's company background/history and our qualifications to provide the services described in this RFP are included in the Introduction, Tab VI – Section 3 – Scope of Work section.***

4.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.
***The Glenn Group has been providing a full integration of marketing communications services since 1969. We have worked with a wide variety of clients (both private and public) in many different industries and in many different geographic areas. Some of our clients have required marketing support on an international, national or regional level, some just in Nevada or in the local markets of Reno or Las Vegas. But suffice it to say, we possess the skills and talent as an agency to provide our clients with a full range of integrated marketing solutions, regardless of the scope.***

4.1.11 Financial information and documentation to be included in Part III, Confidential Financial Information of vendor's response in accordance with Section 9.5, Part III – Confidential Financial Information.
***The Glenn Group's financial information and documentation are included in our Confidential Financial, Part III response of this RFP in accordance with the submittal instructions.***

**4.2 SUBCONTRACTOR INFORMATION**

Does this proposal include the use of subcontractors?

| Yes | ***X*** | No | |
|---|---|---|---|

If "Yes", vendor must:

4.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.
***i.d.e.a. – National External Communications/PR, including Strategic Planning, Communications Strategy, Consumer Media Relations and Trade Media Relations.***

***Ciceron, Inc. – Digital Strategy, Content Strategy, Social Strategy/Implementation and Online/Mobile Development and Execution.***

4.2.1.2 If any tasks are to be completed by subcontractor(s), vendors must:

A. Describe the relevant contractual arrangements;
***The Glenn Group, i.d.e.a. and Ciceron, Inc. are three separate companies but are collaborative partners who will work as one on the NCOT account.***



B. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and
***The Glenn Group will act as the "lead agency," responsible for marketing integration and account management. So i.d.e.a. and Ciceron, Inc. are truly an extension of our public relations and digital teams and will work through our integration experts.***

***Communication and supervision will be similar to that of working with other internal team members.***

C. Describe your previous experience with subcontractor(s).
***We have worked with Ciceron, Inc. on a number of accounts including work for the Nevada Commission on Tourism, EMPLOYERS Insurance and Renown Health, and we have collaborated with Ciceron, Inc. on Luxor and Hard Rock Punta Cana projects.***

***i.d.e.a. is part of our TAAN Worldwide network, which is one of the world's largest and most successful networks of independent communications agencies, featuring 51 members operating on every continent, 32 countries and 67 cities. So i.d.e.a. is not just a convenient partner for the purposes of this RFP. They are a true sister agency with which we collaborate, consult each other, assist each other, learn from each other, share successes, failures, ideas and even financial statements.***

4.2.1.3 Vendors must describe the methodology, processes and tools utilized for:

A. Selecting and qualifying appropriate subcontractors for the project/contract;
***Due to our previous experience with both i.d.e.a. and Ciceron, Inc., we are aware of their expertise in public relations and digital strategy respectively and more than confident in their ability to collaborate with The Glenn Group to achieve the NCOT's goals.***

B. Ensuring subcontractor compliance with the overall performance objectives for the project;
C. Ensuring that subcontractor deliverables meet the quality objectives of the project/contract; and
***As the "lead agency" we will hold both i.d.e.a. and Ciceron, Inc. to the same high standards we hold The Glenn Group to, through communication, strategic evaluation and our integration experts, which in turn will ensure excellence and effectiveness.***

D. Providing proof of payment to any subcontractor(s) used for this project/contract, if requested by the State. Proposal should include a plan by which, at the State's request, the State will be notified of such payments.
***Proof of payment to i.d.e.a. or Ciceron, Inc. can be provided at any time if requested by the State.***

Provide the same information for any proposed subcontractors as requested in Section 4.1, Vendor Information.

***Below please find information on i.d.e.a., our national PR partner/subcontractor:***
Subcontractor Company Profile

| Question | Response |
|---|---|
| Company name: | ***i.d.e.a. (The I.D.E.A. Brand Inc.)*** |
| Ownership (sole proprietor, partnership, etc.): | ***partnership*** |
| State of incorporation: | ***CA*** |
| Date of incorporation: | ***March 1, 2012*** |
| # of years in business: | ***2.5*** |
| List of top officers: | ***Jonathan Bailey, Chief Relationships Officer; Indra Gardiner, Chief Influence Officer; Ryan Berman, Chief Creative Officer*** |
| Location of company headquarters: | ***San Diego, CA*** |
| Location(s) of the company offices: | ***San Diego, CA*** |
| Location(s) of the office that will provide the services described in this RFP: | ***444 West Beech St. Suite 400 San Diego, CA 92101*** |
| Number of employees locally with the expertise to support the requirements identified in this RFP: | ***62*** |
| Number of employees nationally with the expertise to support the requirements in this RFP: | ***62*** |
| Location(s) from which employees will be assigned for this project: | ***San Diego & New York*** |

The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

| Question | Response |
|---|---|
| Nevada Business License Number: | ***TBD*** |
| Legal Entity Name: | ***The I.D.E.A. Brand, Inc.*** |

Is "Legal Entity Name" the same name as vendor is doing business as?

| Yes | ***X*** | No | |
|---|---|---|---|

Has the vendor ever been engaged under contract by any State of Nevada agency?

| Yes | | No | ***X*** |
|---|---|---|---|



Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

| Yes | | No | ***X*** |
|---|---|---|---|

Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

| Yes | | No | ***X*** |
|---|---|---|---|

Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 2081.*** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E.***

| Yes | ***X*** | No | |
|---|---|---|---|

Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.
***i.d.e.a. is an award-winning, integrated marketing company and Certified B Corporation that moves people, products and culture through its nine core disciplines: strategy, creative, design, reputation, social media, digital, brand management, media and brand purpose. i.d.e.a. makes brands matter by creating right-sized ideas that live in all the places consumers play. To learn more, find i.d.e.a. online at www.theideabrand.com.***

***Reputation Management Capabilities***
***Reputation management is every department's business, and at i.d.e.a. we consider this an important element to be baked into our DNA. Our reputation team consists of experts trained in strategic media relations, national and international editorial outreach, story placement, crisis management and more. With former reporters, journalists and published authors on our team, we know how the media thinks and are focused on staying several steps ahead of them.***

***i.d.e.a. has a team with deep expertise in social media – an integral part of any good marketing program. We see social programs as marketing bridges, vital to the integration of advertising and public relations strategies into connective, authentic conversations with a brand's many audiences. Our team uses a variety of tools to engage these audiences in compelling ways, keeping them close and feeling part of our brand partner's ambassador program. Whether it's the mastery of a particular social media platform, or careful analysis of a brand's position in online conversation, i.d.e.a. builds social programs that are designed to achieve a measureable goal.***

***The PR team has managed a plethora of circumstances, both proactively and reactively, in the media and digital spaces. No one likes a crisis, but when a bad situation occurs it's reassuring to know your team is qualified and trained to react with speed and efficiency, acting from experience to manage you through and out as quickly as possible. On the proactive side, the***

***i.d.e.a. team is adept at finding the story, and then placing it in the right media outlets with intended positive results.***

***Combining these forces of PR and social media with the other marketing disciplines at i.d.e.a. allows us to harness the perfect storm: full brand dominance through strategic integration.***

***Category Expertise***
***Our team has worked their entire careers in destination and hospitality marketing and public relations. Agency founders have worked in the destination marketing industry for more than 30 years, and team members are carefully chosen for their additive expertise in this category.***

***Destination marketing is a core competency at i.d.e.a. Our team has worked with some of the most prominent brands in the category, including:***

***San Diego Tourism Authority***
***Madame Tussaud's***
***The San Diego Museum of Art***
***Seaport Village***
***Del Mar Racetrack***
***Harrah's Resorts/Casinos***
***Ringling Brothers***
***The Palms***
***Station Casinos & Resorts***
***California Horse Racing Board***
***Barona Casino***
***Pala Casino***
***Sheraton Hotels***
***Hilton Hotels***
***W Hotels***
***Marriott Hotels***
***Kimpton Hotels***
***Westin Hotels***
***Hard Rock Hotels***
***L'Auberge Resorts***
***Six Flags***
***San Diego Zoo***
***Universal Studios***
***Westfield Shopping Centers***
***US Open Golf***
***USE Open Tennis***
***Major League Baseball***
***Madison Square Garden***
***New York City Marathon***
***Chicago Marathon***
***London Olympics 2012***

***Our efforts have produced measurable results in some of the top broadcast, print and online media outlets in the world, including:***

***Condé Nast Traveler***
***Travel + Leisure***
***New York Times***



***USA Today***
***Wall Street Journal***
***Sunset Magazine***
***Playboy***
***GQ***
***Saveur***
***Robb Report***
***O! Magazine***
***Huffington Post***
***Forbes Life***
***AAA Westways***
***Los Angeles Times***
***San Francisco Chronicle***
***Chicago Sun Times***
***Denver Post***
***Arizona Republic***
***HBO's "Entourage"***
***Today Show***
***Good Morning America***
***FOX News***
***The Early Show***
***Nightline***
***20/20***
***Larry King LIVE!***
***E! Entertainment***
***CNN***
***CNBC***

***Global Reach***
***Our abilities are complemented by membership in TAAN, one of the world's oldest, largest and most successful networks of independent marketing agencies. Today there are 51 member companies operating on every continent, in 32 countries and 67 cities worldwide. Since 1936, this network of affiliated agencies and resources has offered unparalleled access to a world of communications experts.***

***i.d.e.a. has been part of the TAAN network since 2010, and chief relationships officer/founder Jonathan Bailey serves on the organization's Board of Governors. i.d.e.a. and our brand partners have enjoyed numerous benefits and connections made through TAAN, allowing our San Diego-based agency access to the expertise of agencies around the globe, across many languages and cultural sensitivities. We've successful tapped our sister agency resources when necessary to help us with media-specific requirements in countries such as China, Japan, Australia, Mexico, Canada and the UK. When the need arises for overseas assistance, we've got the network through TAAN to get it done quickly and efficiently.***

Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.
***Please see above.***

***Below please find information on Ciceron, Inc., our digital partner/subcontractor:***
Subcontractor Company Profile

| Question | Response |
|---|---|
| Company name: | ***Ciceron, Inc. Inc*** |
| Ownership (sole proprietor, partnership, etc.): | ***S Corp*** |
| State of incorporation: | ***MN*** |
| Date of incorporation: | ***Oct 1, 1995*** |
| # of years in business: | ***19*** |
| List of top officers: | ***Andrew Eklund, Founder; Kraig Larson, Co-founder*** |
| Location of company headquarters: | ***Minneapolis*** |
| Location(s) of the company offices: | ***Minneapolis*** |
| Location(s) of the office that will provide the services described in this RFP: | ***Minneapolis*** |
| Number of employees locally with the expertise to support the requirements identified in this RFP: | ***0*** |
| Number of employees nationally with the expertise to support the requirements in this RFP: | ***15*** |
| Location(s) from which employees will be assigned for this project: | ***Minneapolis*** |

The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

| Question | Response |
|---|---|
| Nevada Business License Number: | ***TBD*** |
| Legal Entity Name: | ***CICERON, INC.*** |

Is "Legal Entity Name" the same name as vendor is doing business as?

| Yes | ***X*** | No | |
|---|---|---|---|

Has the vendor ever been engaged under contract by any State of Nevada agency?

| Yes | ***X*** | No | |
|---|---|---|---|



If "Yes", complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

| Question | Response |
|---|---|
| Name of State agency: | ***Nevada Commission on Tourism*** |
| State agency contact name: | ***JoLyn Laney*** |
| Dates when services were performed: | ***April 2008 – January 2010*** |
| Type of duties performed: | ***Digital marketing services: digital strategy; ROI financial modeling; SEO; digital campaigns; social media training; interactive design.*** |
| Total dollar value of the contract: | ***$200,000*** |

Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

| Yes | | No | ***X*** |
|---|---|---|---|

Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

| Yes | | No | ***X*** |
|---|---|---|---|

Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 2081.*** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E.***

| Yes | ***X*** | No | |
|---|---|---|---|

Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

***In Some Ways the History of Ciceron, Inc. is the History of the Internet***
***By Andrew Eklund | Founder***

***Whenever we bring on new people at Ciceron, Inc., I get a lot of questions about the history of this funky company. Invariably, I hear someone say, "Dude, that's like the history of the Web!" Aside from wanting to punch them in the neck for calling me old, I suppose they're right, to some extent.***

***In the early '90s, I was fortunate to be spending a lot of time in the Bay area where the Web was beginning to explode. Sure, I had downloaded the Mosaic browser and hated websites that had pictures on them because we were accessing the Internet***

***from 2400 baud rate modems. But the Web was really just a fascinating new thing — like computer kits in the mid-70s.***

***By early 1995, I knew I wanted to start a company in this exciting new field. I was 26 and too stupid not to. My hometown, the Twin Cities, was the 6th largest ad market in the country. "Why not start a web 'strategy, design & ventures' company?" So I did, along with Evan Weisenfeld for the first year, then Kraig Larson for the next 18 years.***

***In 1996, Kraig and I started IndiSonic.com, one of the first ecommerce websites. Because we were focused on indie bands and labels, we found ourselves on the forefront and convergence of a ton of change. First, there were literally no such things as streaming music, portable music players, or functional downloading. We were taking :30 second samples of music, put into RealAudio 1.0, then sending CDs to people by mail order. Even with the invention of the Diamond Rio, portable music was impractical: the Rio only stored 8 songs so you had to choose which four you didn't want.***

***From 1996-2000, we ran IndiSonic and grew Ciceron, Inc.. We had fun growing a company. We invented one of the web's first WYSIWYG HTML editors that we called GeekFree. Ultimately, we got threatened with a lawsuit over the name by a big bad ass Texan with a radio show, so we renamed it The Adminimizer. The idea that you didn't have to have a bunch of geeks to keep your website up to date was fresh, and started our long commitment to empowering widespread content creation.***

***Over the years, Ciceron, Inc. has been the earliest adopters of now household tech names. We were beta testers for Overture which went on to become the keyword bidding system for Yahoo!. We then became beta testers for a brand new service by the name of Google AdWords. You may have heard of it. It's at the center of now the world's largest media company.***

***In 2002, we subleased office space to a couple of friends who were starting an email marketing software called ExactTarget. We were their first agency partner and helped them integrate many of their "private labeled" service offerings. We became embedded into the fast emerging world of highly targeted, highly relevant, highly personalized messaging, and we remain that way today.***

***You may have heard the news. ExactTarget was sold last year to Salesforce.com for $2.5 Billion. I'd like to exchange my rent money for stock options, please.***

***In recent years, Ciceron, Inc. has become immersed into the world of the networked consumer. Frankly, I had been waiting for the explosion of this era since 1993 when I had launched a professional online community on America Online (don't laugh) and had seen and experienced the power of the community over individual brands. The onslaught of Twitter, Facebook and (the re-emergence) of LinkedIn all within a 24 month period was staggering. The world of business is still reeling from the impact their own social communities are having upon day-to-day operations, marketing, and relationships.***

***Let's face it, things have changed. I used to say that nothing has changed except for the fact that over ½ of the world's population is online using broadband connections, but of course this has changed everything. Add to the mix that we're becoming***



***mostly mobile and, as a result, instantaneous, making broadly scaled brand advocacy an absolute reality.***

***We no longer pontificate about the Internet. It's just an amazing fact of life and our future. As we used to joke, "You know. Someday this Internet thing is really going to take off." In 1995, that wasn't a joke.***

***Today, I'm less concerned about the Internet taking off than what we are going to do with it. How will technology improve our lives and generations ahead of us? I've committed my career so far to getting people addicted to it; how can I use the rest of my career to help people put technology and life in balance? I have teenage kids now. They never knew what it was like to not have technology, to have to roll around in the dirt because there was nothing better to do, to not know something because they didn't have Google, or to find a mate through something other than a mathematical algorithm.***

***I love technology. I love Ciceron, Inc.. I love brands. But most important, I love people. I love being a part of a company that cares about people, not just those who work here but those who we get to serve everyday as clients. I don't want to waste their time chasing new shiny buzzwords, and frankly, stuff that's just not going to work. The work we all do together is meaningful. We're in this to serve people, both clients and their customers. We're not here to win fancy awards. We're here to create content, technology, and relationships that actually matter. I don't even think this is marketing anymore. It's something else. I guess I'll need another 18 years to figure that out.***

Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

***Please see above. We are in our 20th year as a pure digital marketing agency.***

4.2.1.5 Business references as specified in ***Section 4.3, Business References*** must be provided for any proposed subcontractors.

***Please refer to Section 4.3 for Subcontractor Business References.***

**4.3 BUSINESS REFERENCES**

***The Glenn Group Current Client References:***

| **Reference #:** | | ***1*** | |
|---|---|---|---|
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Nevada Sesquicentennial Celebration*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Lori Nelson*** | |
| Street Address: | | ***P.O. Box 29500*** | |
| City, State, Zip: | | ***Las Vegas, NV 89126-3000*** | |
| Phone, including area code: | | ***702-495-4248*** | |
| Facsimile, including area code: | | ***702-495-4234*** | |
| Email address: | | ***Lori.nelson@stationcasinos.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***NV 150th celebration through events and projects. Services: Media relations, community outreach, event planning*** | |
| Original Project/Contract Start Date: | | ***June 1, 2013*** | |
| Original Project/Contract End Date: | | ***December 31, 2014*** | |
| Original Project/Contract Value: | | ***$157,500*** | |
| Final Project/Contract Date: | | ***TBD – in progress*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***N/A – in progress. Currently, all projects have been completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***N/A – in progress.*** | |



| **Reference #:** | | ***2*** | |
|---|---|---|---|
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Nevada Department of Education's Nevada Ready!*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Dale Erquiaga*** | |
| Street Address: | | ***700 E. Fifth Street, Suite 100*** | |
| City, State, Zip: | | ***Carson City, NV 89701*** | |
| Phone, including area code: | | ***775-687-9200*** | |
| Facsimile, including area code: | | ***775-687-9101*** | |
| Email address: | | ***derquiaga@doe.nv.gov*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Public relations program that includes media and community relations strategy and execution designed to create a higher level of awareness and understanding about the Nevada Department of Education's Nevada Ready! initiative.*** | |
| Original Project/Contract Start Date: | | ***February 1, 2014*** | |
| Original Project/Contract End Date: | | ***January 31, 2015*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***TBD*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***N/A, current contract end date of January 31, 2015*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***N/A, current contract end date of January 31, 2015*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | | *3* | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Silver Legacy Resort & Casino*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Mary Beth Olson*** | |
| Street Address: | | ***407 N. Virginia Street*** | |
| City, State, Zip: | | ***Reno, NV 89501*** | |
| Phone, including area code: | | ***775-325-7342*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***molson@silverlegacy.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***The Glenn Group provides integrated marketing services for this property. Services include: Advertising, public relations, media planning and placement.*** | |
| Original Project/Contract Start Date: | | ***September 2012*** | |
| Original Project/Contract End Date: | | ***N/A – ongoing*** | |
| Original Project/Contract Value: | | ***N/A - ongoing*** | |
| Final Project/Contract Date: | | ***N/A - ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***All projects are completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***All projects are completed within budget or under budget.*** | |



| | | | |
|---|---|---|---|
| **Reference #:** | | *4* | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Stratosphere Casino, Hotel & Tower (American Casino and Entertainment Properties, LLC)*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Frank Riolo*** | |
| Street Address: | | ***2000 Las Vegas Blvd. South*** | |
| City, State, Zip: | | ***Las Vegas, NV 89104*** | |
| Phone, including area code: | | ***702-383-4778*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Frank.riolo@acepllc.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***The Glenn Group created a new campaign for the Stratosphere Hotel and Casino in Las Vegas. The campaign included television, radio, print, digital and web development.*** | |
| Original Project/Contract Start Date: | | ***June 2013*** | |
| Original Project/Contract End Date: | | ***N/A - ongoing*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***N/A - ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***The original timeline did push back a bit due to the fact that the client was not ready to launch the campaign internally once it was nearing completion.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***All projects are completed within budget or under budget.*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | ***5*** | | |
| **Company Name:** | ***The Glenn Group*** | | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***ASNY Hospitality*** | | |
| **Primary Contact Information** | | | |
| Name: | ***Todd Spector*** | | |
| Street Address: | ***801 S. Rampart*** | | |
| City, State, Zip: | ***Las Vegas, NV 89145*** | | |
| Phone, including area code: | ***702-967-5035*** | | |
| Facsimile, including area code: | | | |
| Email address: | ***tspector@asny.com*** | | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | ***The Glenn Group has worked with ASNY Hospitality on three projects: The Chateau, Tahiti Village and ASNY Hospitality. Brand development was done for both The Chateau and Tahiti Village and research has been done for ASNY Hospitality to date.*** | | |
| Original Project/Contract Start Date: | ***2012*** | | |
| Original Project/Contract End Date: | ***Ongoing*** | | |
| Original Project/Contract Value: | ***Confidential*** | | |
| Final Project/Contract Date: | ***Ongoing*** | | |
| Was project/contract completed in time originally allotted, and if not, why not? | ***All projects are completed on time.*** | | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | ***All projects are completed within budget or under budget.*** | | |



***The Glenn Group Former Client References:***

| | | | |
|---|---|---|---|
| **Reference #:** | ***1*** | | |
| **Company Name:** | ***The Glenn Group*** | | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Buffalo Thunder Resort (Full House Resorts)*** | | |
| **Primary Contact Information** | | | |
| Name: | ***Wes Elam*** | | |
| Street Address: | ***4670 South Fort Apache Road, Ste 190*** | | |
| City, State, Zip: | ***Las Vegas, NV 89147*** | | |
| Phone, including area code: | ***(702) 221-7800*** | | |
| Facsimile, including area code: | ***(702) 221-8101*** | | |
| Email address: | ***welam@fullhouseresorts.com*** | | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | ***The Glenn Group is the Agency of Record for Buffalo Thunder providing marketing services including Advertising production, Direct Mail production, Media Planning and Placement, and Collateral production.*** | | |
| Original Project/Contract Start Date: | ***November 2011*** | | |
| Original Project/Contract End Date: | ***N/A - Ongoing*** | | |
| Original Project/Contract Value: | ***N/A – Monthly Retainer*** | | |
| Final Project/Contract Date: | ***N/A - Ongoing*** | | |
| Was project/contract completed in time originally allotted, and if not, why not? | ***Yes. All projects are completed on time.*** | | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | ***Yes. All projects are completed within budget or under budget.*** | | |

| | | | |
|---|---|---|---|
| **Reference #:** | | ***2*** | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Seminole Hard Rock/Seminole Coconut Creek*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Dawn Neils*** | |
| Street Address: | | ***1 Seminole Way*** | |
| City, State, Zip: | | ***Hollywood, FL 33314*** | |
| Phone, including area code: | | ***954-7975430*** | |
| Facsimile, including area code: | | ***954-585-5698*** | |
| Email address: | | ***Dawn.neils@stofgaming.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***The Glenn Group creates integrated campaigns for Seminole Hard Rock and Seminole Coconut Creek. The campaigns include local/regional television and radio, outdoor boards, players' publications, in-room guest-books and social marketing.*** | |
| Original Project/Contract Start Date: | | ***2009*** | |
| Original Project/Contract End Date: | | ***N/A – Various projects*** | |
| Original Project/Contract Value: | | ***Varies depending on project*** | |
| Final Project/Contract Date: | | ***N/A - Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes. All projects were completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes. All projects were completed within budget or under budget.*** | |



| | | | |
|---|---|---|---|
| **Reference #:** | | ***3*** | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***Nevada Secretary of State Voter Registration*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Ross Miller*** | |
| Street Address: | | ***101 North Carson Street, Suite 3*** | |
| City, State, Zip: | | ***Carson City, NV 89701*** | |
| Phone, including area code: | | ***775-684-5708*** | |
| Facsimile, including area code: | | ***775-684-5725*** | |
| Email address: | | ***rossmiller@sos.nv.gov*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Voter registration campaign for the 2012 Nevada general election. Services: Public Relations, Event Planning, Advertising, Statewide Media Planning & Placement*** | |
| Original Project/Contract Start Date: | | ***August 14, 2012*** | |
| Original Project/Contract End Date: | | ***October 31, 2012*** | |
| Original Project/Contract Value: | | ***$800,000*** | |
| Final Project/Contract Date: | | ***October 31, 2012*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes. The project/contract was completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***The project contract was completed under budget.*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | | ***4*** | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***National Championship Air Races (Reno Air Races)*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Mike Houghton*** | |
| Street Address: | | ***10558 Joy Lake Road*** | |
| City, State, Zip: | | ***Reno, NV 89511*** | |
| Phone, including area code: | | ***775-742-3103*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***m.houghton@att.net*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Advertising program for the annual National Championship Air Races in Reno. Services includ media planning and placement, advertising, collateral development (program) and event support.*** | |
| Original Project/Contract Start Date: | | ***2000*** | |
| Original Project/Contract End Date: | | ***N/A – ongoing*** | |
| Original Project/Contract Value: | | ***N/A – ongoing*** | |
| Final Project/Contract Date: | | ***N/A - ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes. All projects were completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes. All projects were completed within budget or under budget.*** | |



| | | | |
|---|---|---|---|
| **Reference #:** | | ***5*** | |
| **Company Name:** | | ***The Glenn Group*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| ***X*** | ***VENDOR*** | | ***SUBCONTRACTOR*** |
| Project Name: | ***The Mob Museum*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Jonathan Ullman*** | |
| Street Address: | | ***300 E. Stewart Ave.*** | |
| City, State, Zip: | | ***Las Vegas, NV 89101*** | |
| Phone, including area code: | | ***702-724-8625*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***jullman@themobmuseum.org*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***The Glenn Group created a brand launch campaign for The Mob Museum. The campaign used a mix of cable television, radio, local print, airline publications, videos in the McCarran airport baggage claim, out-of-home and online executions. All of these mediums had a call-to-action driving consumers to The Mob Museum's website.*** | |
| Original Project/Contract Start Date: | | ***September 2011*** | |
| Original Project/Contract End Date: | | ***January 2013*** | |
| Original Project/Contract Value: | | ***N/A – Various Projects/Budgets*** | |
| Final Project/Contract Date: | | ***January 2013*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes. All projects were completed on time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes. All projects were completed within budget or under budget.*** | |

***i.d.e.a. Current Client References:***

| | | | |
|---|---|---|---|
| **Reference #:** | | ***1*** | |
| **Company Name:** | | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Seaport Village*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Megan Madrigal*** | |
| Street Address: | | ***849 West Harbor Drive, Suite D*** | |
| City, State, Zip: | | ***San Diego, CA, 92101*** | |
| Phone, including area code: | | ***619-235-4014*** | |
| Facsimile, including area code: | | ***619-696-0025*** | |
| Email address: | | ***MMadrigal@terramarcenters.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***As the public relations agency of record for Seaport Village, i.d.e.a., has been responsible for attracting locals and tourists to the waterfront shopping and dining center for more than a decade. i.d.e.a. supports Seaport Village on a number of initiatives throughout the year, focusing on media relations outreach, event planning, ideation, SEO strategy and social media support. Through ideation and internal brainstorming, i.d.e.a. has created a number of signature events for Seaport Village – including one of the only Busker Festivals in the nation – which generate buzz for the center and attract thousands of attendees annually. Leveraging relationships with local and national media contacts, i.d.e.a. has secured placements in top-tier publications such as USA Today, Chicago Tribune, Alaska Airlines Magazine, and Los Angeles Times. Strategic public relations planning and implementation has allowed i.d.e.a to successfully position Seaport Village as a must-see destination for visitors, while keeping the center top-of-mind for locals.*** | |
| Original Project/Contract Start Date: | | ***2004*** | |
| Original Project/Contract End Date: | | ***Ongoing*** | |
| Original Project/Contract Value: | | ***$79,600*** | |
| Final Project/Contract Date: | | ***Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes, past projects have been completed in time originally allotted.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes, past projects have been completed within budgets.*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | | ***2*** | |
| **Company Name:** | | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Hotel del Coronado*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Sara Harper*** | |
| Street Address: | | ***1500 Orange Avenue*** | |
| City, State, Zip: | | ***Coronado, CA 92118*** | |
| Phone, including area code: | | ***619-522-8253*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***sharper@hoteldel.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | ***Sara Baumann*** | |
| Street Address: | | ***1500 Orange Avenue*** | |
| City, State, Zip: | | ***Coronado, CA 92118*** | |
| Phone, including area code: | | ***619-522-8041*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***sbaumann@hoteldel.com*** | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***i.d.e.a. is the agency of record for Hotel del Coronado and has the primary goal to position the hotel as the premiere destination for five-star, coastal luxury by delivering continual top-tier national, regional and local media coverage that captures The Del's history of excellence.***<br><br>***As part of our goal to elevate The Del's reputation to national and international audiences, i.d.e.a. has identified key feeder markets such as Phoenix and Scottsdale, AZ, San Francisco, CA and Vancouver, Canada for in-person media relations blitzes to showcase creative programming such as Skating by the Sea and offerings such as rollout of Del Beach. For said initiatives, the agency strategically identifies key influencers within each media landscape and, on behalf of Hotel del Coronado, pitches these journalists to secure attendance media receptions and schedule one-on-one meetings with hotel executives.***<br><br>***The team also regularly pitches Hotel del Coronado to national media opportunities surrounding hotel and industry trends. For instance, i.d.e.a. pitched and secured placement of Del Beach, Hotel del Coronado's new full-service beachfront amenity, in a NBC News story by Rob Lovitt on the rise of the "daycations." The team is regularly in contact with on-staff and freelance journalists from major outlets such at The New York Times, Travel + Leisure, Conde Nast Traveler, CNN, ABC News, Fox News and more to contribute timely story angles for consideration on behalf of the client.***<br><br>***The agency was tasked with elevating the existing dining reputation at Hotel del Coronado within drive-to markets. To create top-of-mindedness for locals to view The Del as a dining destination, the agency regularly conducts targeted outreach to local and regional media surrounding timely events such as creating themed cocktails for Comic-Con and pitching the "Roast – S'mores on the Beach" activity to time with National S'mores Day. Additionally, i.d.e.a. ideates and executes signature and seasonal media events, such as Sea+Food and Oktoberfest at The Del, to highlight the culinary masterminds found within the various restaurants at the hotel to regional audiences.*** | |
| Original Project/Contract Start Date: | | ***March 2014*** | |
| Original Project/Contract End Date: | | ***N/A - ongoing*** | |
| Original Project/Contract Value: | | ***$150K / annual + international PR (separate scope)*** | |
| Final Project/Contract Date: | | ***$150K/ annual + international PR (separate scope)*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***N/A - ongoing*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***N/A - ongoing*** | |

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|---|---|---|---|
| **Reference #:** | | ***3*** | |
| **Company Name:** | | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Harrah's Rincon Casino & Resort*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Ryan Thompson*** | |
| Street Address: | | ***777 Harrah's Resort Southern California Way*** | |
| City, State, Zip: | | ***Valley Center, CA 92082*** | |
| Phone, including area code: | | ***760-751-7728*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***rythompson@caesars.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Harrah's Rincon Casino & Resort (now Harrah's Resort Southern California) tasked i.d.e.a. with creating a completely integrated marketing strategy to promote the completion of a significant upgrade to the resort's pool area. The upgrade was the first completed as part of a $160 million property-wide renovation and expansion. Over six months, i.d.e.a. garnered awareness of the pool area – and its brand new Saturday pool parties – through extensive consumer behavior research and strategy, regional PR, social media, creative, media placement, events and digital strategy, with results that far surpassed our goals and the expectations of the client.*** | |
| Original Project/Contract Start Date: | | ***April 2013*** | |
| Original Project/Contract End Date: | | ***September 2013*** | |
| Original Project/Contract Value: | | ***$278,000*** | |
| Final Project/Contract Date: | | ***Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes, the project was completed on time and resulted in an ongoing relationship with Harrah's.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes, the project was completed within the original budget.*** | |

***i.d.e.a. Former Client References:***

| | | | |
|---|---|---|---|
| **Reference #:** | | ***1*** | |
| **Company Name:** | | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***IMS/Progressive International Motorcycle Shows*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Allison Lombardo*** | |
| Street Address: | | ***2801 Colorado Blvd, Ste. 280*** | |
| City, State, Zip: | | ***Santa Monica, CA 9040*** | |
| Phone, including area code: | | ***310-857-7500*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Allison_lombardo@yahoo.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Generate consumer awareness for the Progressive International Motorcycle Shows and drive attendance in local markets. IMS utilized i.d.e.a. to provide the following services:***<br>• ***Brand planning and strategy***<br>• ***Media planning and buying (traditional and digital)***<br>• ***Consumer targeting***<br>• ***Development of core creative platform***<br>• ***Development of integrated communications campaign and production of all materials***<br>• ***Creation of specific marketing executions in multiple mediums***<br>• ***Social media support*** | |
| Original Project/Contract Start Date: | | ***August 1, 2012*** | |
| Original Project/Contract End Date: | | ***July 31, 2013*** | |
| Original Project/Contract Value: | | ***$350,000 – Agency Fee***<br>***$908,000 - Paid Media*** | |
| Final Project/Contract Date: | | ***July 31, 2013*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes, completed in time.*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Completed within budget.*** | |

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|---|---|---|---|
| **Reference #:** | ***2*** | | |
| **Company Name:** | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Tiffany & Co.*** | | |
| **Primary Contact Information** | | | |
| Name: | ***Cathryn Ramirez*** | | |
| Street Address: | ***7007 Friars Road, Suite 642*** | | |
| City, State, Zip: | ***San Diego, CA 92108*** | | |
| Phone, including area code: | ***619-297-7200*** | | |
| Facsimile, including area code: | ***619-297-5252*** | | |
| Email address: | ***cathryn.ramirez@tiffany.com*** | | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | ***i.d.e.a. provided public relations, event planning and social media outreach for Tiffany & Co. in the Southern California market, including outreach to visitors from leisure and group travel outlets.*** | | |
| Original Project/Contract Start Date: | ***1992*** | | |
| Original Project/Contract End Date: | ***2014*** | | |
| Original Project/Contract Value: | ***NA – Monthly Retainer*** | | |
| Final Project/Contract Date: | ***May, 2014*** | | |
| Was project/contract completed in time originally allotted, and if not, why not? | ***Yea, all projects completed on time.*** | | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | ***Yes. All projects completed within budget.*** | | |



| | | | |
|---|---|---|---|
| **Reference #:** | ***3*** | | |
| **Company Name:** | ***i.d.e.a. (The I.D.E.A. Brand, Inc.)*** | | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***LEAD San Diego*** | | |
| **Primary Contact Information** | | | |
| Name: | ***Vicky Carlson*** | | |
| Street Address: | ***110 West A Street, Suite 960*** | | |
| City, State, Zip: | ***San Diego, CA 92101*** | | |
| Phone, including area code: | ***619-280-5323*** | | |
| Facsimile, including area code: | ***NA*** | | |
| Email address: | ***vcarlson@leadsandiego.com*** | | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | ***i.d.e.a. provided branding, public relations, advertising, digital and social media outreach for LEAD San Diego in the region, including outreach for event attendance and recruitment.*** | | |
| Original Project/Contract Start Date: | ***2004*** | | |
| Original Project/Contract End Date: | ***2013*** | | |
| Original Project/Contract Value: | ***WND*** | | |
| Final Project/Contract Date: | ***May, 2013*** | | |
| Was project/contract completed in time originally allotted, and if not, why not? | ***Yes, all projects completed on time.*** | | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | ***Yes. All projects completed within budget.*** | | |

***Ciceron, Inc. Current Client References:***

| **Reference #:** | | ***1*** | |
|---|---|---|---|
| **Company Name:** | | ***Ciceron, Inc.*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Delta Vacations /Digital Marketing*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Christina Wood*** | |
| Street Address: | | ***700 South Central Avenue*** | |
| City, State, Zip: | | ***Atlanta, GA 30354*** | |
| Phone, including area code: | | ***404-559-2124*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***cwood@mltvacations.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***Digital marketing strategy, consulting and execution related to all channels and aspects of digital.***<br>***- Search marketing***<br>***- Paid media (search, social, display)***<br>***- Integrated campaign ideation, design, development and execution***<br>***- Social media management***<br>***- Content creation***<br>***- Design and optimization*** | |
| Original Project/Contract Start Date: | | ***2007*** | |
| Original Project/Contract End Date: | | ***Ongoing*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Ongoing retainer*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Retainer has grown over years as a reflection of success achieved*** | |



| **Reference #:** | | ***2*** | |
|---|---|---|---|
| **Company Name:** | | ***Ciceron, Inc.*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Children's Hospitals & Clinics of MN/Digital Agency Of Record*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Jen Swanson*** | |
| Street Address: | | ***2545 Chicago Avenue South*** | |
| City, State, Zip: | | ***Minneapolis, MN 55404*** | |
| Phone, including area code: | | ***612-813-6603*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Jen.Swanson@childrensmn.org*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Web Redesign***<br>***- Digital Strategy***<br>***- Brand Advocacy***<br>***- Social Media Strategy***<br>***- Search Marketing***<br>***- Content Management***<br>***- Integrated campaign ideation, design, development and execution - Email Marketing***<br>***- Consumer Insights*** | |
| Original Project/Contract Start Date: | | ***June 2014 with Children's Hospital; since 2004 with Jen Swanson at various companies*** | |
| Original Project/Contract End Date: | | ***Ongoing*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Ongoing retainer*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***N/A*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | | *3* | |
| **Company Name:** | | *Ciceron, Inc.* | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Andersen Windows/Digital Partner*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***David Nix*** | |
| Street Address: | | ***100 4th Avenue North*** | |
| City, State, Zip: | | ***Bayport, MN 55003*** | |
| Phone, including area code: | | ***651-264-5441*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***david.nix@andersencorp.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Website redesign***<br>***- App and tool design/development***<br>***- Site architecture / IA***<br>***- Development***<br>***- Usability and Testing***<br>***- Consumer Insights***<br>***- Search Marketing***<br>***- Email Marketing*** | |
| Original Project/Contract Start Date: | | ***2006*** | |
| Original Project/Contract End Date: | | ***Ongoing*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Ongoing*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | | |



| | | | |
|---|---|---|---|
| **Reference #:** | | *4* | |
| **Company Name:** | | *Ciceron, Inc.* | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Tennant Company/Digital Marketing*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Darice Norton (Former client contact, currently at Vonage Business Solutions)*** | |
| Street Address: | | ***701 Lilac Drive North*** | |
| City, State, Zip: | | ***Minneapolis, MN 55422*** | |
| Phone, including area code: | | ***651-303-6628*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Darice.norton@vonagebusiness.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | ***Dan Platt*** | |
| Street Address: | | ***701 Lilac Drive North*** | |
| City, State, Zip: | | ***Minneapolis, MN 55422*** | |
| Phone, including area code: | | ***763-513-2274*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Dan.platt@tennantco.com*** | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Website redesign***<br>***- Search marketing***<br>***- Paid search marketing***<br>***- Integrated campaign ideation, design, development and execution*** | |
| Original Project/Contract Start Date: | | ***1997*** | |
| Original Project/Contract End Date: | | ***Ongoing*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***Ongoing*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Ongoing retainer*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | | |

***Ciceron, Inc. Former Client References:***

| | | | |
|---|---|---|---|
| **Reference #:** | | ***1*** | |
| **Company Name:** | | ***Ciceron, Inc.*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Carlson Companies, Radisson Blu Aqua/Digital Marketing*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Tammy Lee Stanoch*** | |
| Street Address: | | ***701 Carlson Parkway*** | |
| City, State, Zip: | | ***Minnetonka, MN 55305*** | |
| Phone, including area code: | | ***763-212-1243*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Tammy.lee.stanoch@carlson.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Digital Strategy***<br>***- Brand Advocacy***<br>***- Social Media Strategy and Management***<br>***- Integrated campaign ideation, design, development and execution***<br>***- Influencer identification, outreach and management***<br>***- Event management***<br>***- Email Marketing***<br>***- Consumer Insights.*** | |
| Original Project/Contract Start Date: | | ***October 2011*** | |
| Original Project/Contract End Date: | | ***December 2012*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***December 2012*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes*** | |



| | | | |
|---|---|---|---|
| **Reference #:** | | ***2*** | |
| **Company Name:** | | ***Ciceron, Inc.*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Meet Minneapolis/Digital Agency of Record*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Laura McCarthy*** | |
| Street Address: | | ***250 Marquette Avenue South*** | |
| City, State, Zip: | | ***Minneapolis, MN 55401*** | |
| Phone, including area code: | | ***612-373-9602*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***lmccarthy@msp-c.com*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Web Redesign***<br>***- Digital Strategy***<br>***- Social Media Strategy***<br>***- Search Marketing***<br>***- Content Management***<br>***- Integrated campaign ideation, design, development and execution - Email Marketing***<br>***- Consumer Insights*** | |
| Original Project/Contract Start Date: | | ***2004*** | |
| Original Project/Contract End Date: | | ***2009*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***2009*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes*** | |

| | | | |
|---|---|---|---|
| **Reference #:** | | ***3*** | |
| **Company Name:** | | ***Ciceron, Inc.*** | |
| ***Identify role company will have for this RFP project (Check appropriate role below):*** | | | |
| | ***VENDOR*** | ***X*** | ***SUBCONTRACTOR*** |
| Project Name: | ***Capella University/Brand Advocacy & Influencer Program*** | | |
| **Primary Contact Information** | | | |
| Name: | | ***Jen Swanson*** | |
| Street Address: | | ***225 South 6th Street*** | |
| City, State, Zip: | | ***Minneapolis, MN 55402*** | |
| Phone, including area code: | | ***612-860-5540*** | |
| Facsimile, including area code: | | | |
| Email address: | | ***Jen.Swanson@childrensmn.org*** | |
| **Alternate Contact Information** | | | |
| Name: | | | |
| Street Address: | | | |
| City, State, Zip: | | | |
| Phone, including area code: | | | |
| Facsimile, including area code: | | | |
| Email address: | | | |
| **Project Information** | | | |
| Brief description of the project/contract and description of services performed, including technical environment (i.e., software applications, data communications, etc.) if applicable: | | ***- Brand advocacy program design and development***<br>***- Influencer identification and program design and development***<br>***- Consumer insights***<br>***- Messaging framework; content guidance*** | |
| Original Project/Contract Start Date: | | ***2008*** | |
| Original Project/Contract End Date: | | ***2012*** | |
| Original Project/Contract Value: | | ***Confidential*** | |
| Final Project/Contract Date: | | ***2012*** | |
| Was project/contract completed in time originally allotted, and if not, why not? | | ***Yes*** | |
| Was project/contract completed within or under the original budget/ cost proposal, and if not, why not? | | ***Yes*** | |



# ATTACHMENT G PROPOSED STAFF RESUME

## PROPOSED STAFF RESUME FOR RFP 2081

***A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.***

| **Company Name Submitting Proposal:** | ***The Glenn Group*** |
|---|---|

***Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.***

| **Contractor:** | ***X*** | **Subcontractor:** | |
|---|---|---|---|

***The following information requested pertains to the individual being proposed for this project.***

| **Name:** | ***Valerie Glenn*** | **Key Personnel: (Yes/No)** | ***Yes*** |
|---|---|---|---|
| **Individual's Title:** | ***CEO, Principal*** | | |
| **# of Years in Classification:** | ***25*** | **# of Years with Firm:** | ***25*** |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

***Information should include a brief summary of the proposed individual's professional experience.***

***A long-time business and community leader in Nevada, Valerie's accomplishments in advertising, public relations and beyond have been widely in the business community and marketing communications industry. Valerie attributes much of her professional success to her extensive community involvement and has served as chairman of the board of many business, cultural and industry organizations, including the Reno-Sparks Chamber of Commerce, EDAWN, Nevada Museum of Art and Nevada Women's Fund. She currently serves on the board of Employers (EIG on the NYSE), the Government Affairs Committee for the Las Vegas Metro Chamber of Commerce and is incoming President of the International Women's Forum (Nevada). After earning her Bachelor of Arts degree in journalism/advertising at the University of Nevada, Valerie began her marketing communications career at Dancer Fitzgerald Sample Advertising in San Francisco working with blue chip clients such as Toyota, Procter & Gamble and Budweiser. Valerie stays involved with clients in the strategic planning process and provides access to her extensive contacts throughout Nevada.***

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

***Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.***

***Rose/Glenn Group:***
***1998-2001: Reno-Sparks Convention & Visitors Authority***
***President & CEO***
***Strategic planning, consultation, client service***
***Agency handled all aspects of marketing communications***

***2001-2002: Regional Marketing Committee***
***President & CEO***
***Strategic planning, consultation, client service***
***Agency handled all aspects of marketing communications***

***The Glenn Group:***
***2008-2009: Nevada Commission on Tourism***
***CEO***
***Strategic planning, consultation***
***Agency handled all aspects of marketing communications***

*2008-2014: Grand Victoria Casino, Elgin, IL*
*CEO*
*Strategic planning, consultation*
*Agency handled all aspects of marketing communications*

*2008-2012: Buffalo thunder Casino, Sante Fe, NM*
*CEO*
*Strategic planning, consultation*
*Agency handled all aspects of marketing communications*

*2008-2011: Firekeepers Casino, Battle Creek, MI*
*CEO*
*Strategic planning, consultation*
*Agency handled all aspects of marketing communications*

*2009-2011: Table Mountain Casino, Friant, CA*
*CEO*
*Strategic planning, consultation*
*Agency handled all aspects of marketing communications*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of Nevada, Reno, Bachelor of Arts in Journalism/Advertising emphasis, 1976*
*Harvard Business School, Finance for Senior Executives, Executive Management Course, 2013*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

| | |
|---|---|
| *1986:* | *Advertising Person of the Year, Reno Ad Club* |
| *1992:* | *Reno Women in Advertising "Roastee" at annual "Roast and Toast" fundraiser* |
| *1993:* | *Named as honorary member of the University of Nevada, Reno College of Business Administration chapter of Beta Gamma Sigma* |
| *1997:* | *Named "Ad Woman of the Year" by Reno Women in Advertising* |
| *1998:* | *Received "Hall of Fame" award from the Public Relations Society of America, Sierra Nevada Chapter* |
| *1999:* | *Received "Business Leaders Hall of Fame" award from Junior Achievement of Northern Nevada* |
| *2001:* | *Received Thomas C. Wilson Lifetime of Service Award from Advertising Association of Northern Nevada* |
| *2001:* | *Received University of Nevada Alumni Association Professional Achievement Award* |
| *2004:* | *Received Girl Scouts of Sierra Nevada Women in Leadership Award* |
| *2007:* | *Named "Master Entrepreneur of the Year" by The Business Report of Northern Nevada* |
| *2008:* | *Named Civic Leader of the Year by Reno-Sparks Chamber of Commerce* |
| *2009:* | *American Heart Association Heart of Gold award* |
| *2011:* | *Leadership Reno-Sparks Distinguished Alumni Award* |
| *2012:* | *Muscular Sclerosis Society Hope Award* |



**PROPOSED STAFF RESUME FOR RFP 2081**
*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| | |
|---|---|
| **Company Name Submitting Proposal:** | *The Glenn Group* |

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| | | | |
|---|---|---|---|
| **Contractor:** | *X* | **Subcontractor:** | |

*The following information requested pertains to the individual being proposed for this project.*

| | | | |
|---|---|---|---|
| **Name:** | *B.C. LeDoux* | **Key Personnel: (Yes/No)** | *Yes* |
| **Individual's Title:** | *President/Creative Director, Partner* | | |
| **# of Years in Classification:** | *14* | **# of Years with Firm:** | *14* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*A graduate of the University of Nevada, Reno's School of Journalism (with a focus on advertising), B.C. actually began his career with The Glenn Group as a copywriting intern. After more than a decade working in and heading up our creative department, B.C. now helps guide not only our creative product but the overall vision of the agency, leading the continued integration of our many disciplines, keeping us one step ahead when it comes to marketing innovations and bringing a creative perspective and energy to everything we do. Over the years, B.C. has led the strategic and creative collaboration on a long list of effective, award-winning travel, tourism and hospitality campaigns and initiatives for accounts such as the Nevada Commission on Tourism, RSCVA, Mandalay Bay Resort and Casino, THEhotel, Hard Rock International, Seminole Hard Rock Hotels and Casinos, Carnival Cruise Lines, Royal Caribbean Cruise Lines, The Mob Museum, The National Championship Air Races and many casino resorts across the country.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2003 - 2009 – Nevada Commission on Tourism*
*Creative Director*
*Strategic Messaging and Creative Ideation/Implementation*

*2000 - 2008 – Mandalay Bay Resort & Casino*
*Copywriter, Creative Director*
*Messaging Strategy, Creative Ideation/Implementation*

*2000 - 2014 – Grand Victoria Casino, Elgin, IL*
*Copywriter, Creative Director, President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction, Copywriting*

*2008 - 2012 – Buffalo Thunder Casino, Santa Fe, NM*
*Creative Director, President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

*2009 - 2012 – Seminole Hard Rock, Hollywood and Tampa Bay, FL*
*Creative Director, President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

*2008 - 2010 – Carnival Cruise Lines, Miami, FL*
*Creative Director, President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

*2009 - 2012 – Table Mountain Casino, Fresno, CA*
*Creative Director, President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

*2013 to Present – Stratosphere Resort and Casino, Las Vegas, NV*
*President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

*2012 - 2013 – Royal Caribbean Cruise Lines*
*President/Creative Director*
*Account Management, Messaging Strategy, Creative Direction*

*2013 to Present – Silver Legacy Resort and Casino, Reno, NV*
*President/Creative Director*
*Account Management, Brand Strategy, Messaging Strategy, Creative Direction*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*2000 – BA in Journalism (Advertising Emphasis)/Psychology Minor – University of Nevada, Reno*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*2011 - 40 under 40 – In Business Las Vegas*
*2013 - AAF Reno Ad Person of the Year*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | *X* | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Flip Wright* | | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|---|
| Individual's Title: | *EVP Strategy and Innovation* | | | |
| # of Years in Classification: | *20* | # of Years with Firm: | | *8* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*With nearly 20 years of strategic marketing and brand expertise, Flip is integrally involved in guiding strategic development for brand, digital and social initiatives at The Glenn Group. Flip has worked with numerous clients to increase their business through innovative and strategic solutions as a key component of integrated marketing strategies. His strategic recommendations have been executed through results-driven campaigns and initiatives for accounts such as The Smith Center, Nevada State Bank, Anthem Blue Cross Blue Shield, The National Championship Air Races, Nevada Commission on Tourism, The Mob Museum, Renown Health, EMPLOYERS®, Reno Philharmonic, Capriotti's Sandwich Shop, Nevada Ballet Theatre, Bally Technologies, Grand Victoria Casino in Elgin, Ill., Seminole Hard Rock located in Hollywood and Tampa, Fla. and Buffalo Thunder Resort and Casino in Santa Fe, N.M. Flip also has extensive experience in event management and sports marketing working with the NBA and as a marketing consultant for Nike and Sportspal.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2008 - 2009 – Nevada Commission on Tourism*
*VP/Brand Strategy and Account Planning*
*Account planning and brand positioning*

*2008 - 2014 – Grand Victoria Casino, Elgin, IL*
*EVP/Strategy and Innovation*
*Consumer Research, Account Planning, Campaign Messaging Strategy, Brand Strategy and Communication Planning*

*2008 - 2012 – Buffalo Thunder Casino, Santa Fe, NM*
*EVP/Strategy and Innovation*
*Consumer Research, Account Planning, Campaign Messaging Strategy, Brand Strategy and Communication Planning*

*2008 - 2010 – FireKeepers Casino, Battle Creek, MI*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Communication Planning.*

*2009 - 2012 – Seminole Hard Rock, Hollywood and Tampa Bay, FL,*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Communication Planning. (Including Hard Rock and Coconut Creek Properties)*

*2008 - 2010 – Carnival Cruise Line, Miami, FL*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Communication Planning.*

*2009 - 2012 – Table Mountain Casino, Fresno, CA*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Brand Strategy and Communication Planning*

*2013 - Present – Stratosphere Resort and Casino, Las Vegas, NV*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Brand Strategy and Communication Planning*

*2013 - Present – Silver Legacy Resort and Casino, Reno, NV*
*EVP/Strategy and Innovation*
*Account Planning, Campaign Messaging Strategy, Brand Strategy and Communication Planning*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*1993 – BA – University of Arizona*
*2005 – MBA – University of Oregon*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*2004 – 2005 Awarded Graduate Fellow Honors in Brand Strategy at University of Oregon. Rebranding Project for School of Law.*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | *X* | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Jennifer Evans* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *EVP/ Media, Partner* | | |
| # of Years in Classification: | *34* | # of Years with Firm: | *32* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*Jennifer brings 30+ years of media expertise and strategic planning to The Glenn Group. She has helped grow sales, profits and brands across a broad spectrum of industries, such as gaming, hospitality, tourism, performing arts, theme parks, telecommunications, gaming manufacturing, financial services, healthcare, real estate, fast food, leisure sales, group sales and dot coms. She was media director for both the Reno Sparks Convention and Visitors Authority as well as the Nevada Commission on Tourism. She developed and implemented the very successful media campaigns for the grand openings of the MGM Grand Hotel Casino, Las Vegas, the Silver Legacy in Reno, Casino Niagara in Niagara Falls, Mandalay Bay Resort & Casino in Las Vegas, Buffalo Thunder Resort and Casino in Santa Fe and Firekeepers Casino in Battle Creek, Michigan. She marshaled her extensive media experience and cultivated relationships in the convention sales arena to launch Mandalay Bay's 1.8 million square foot convention center. She was part of the team active in the opening celebration of Las Vegas' first performing arts center, The Smith Center, and continues to promote subscription and ticket sales for ongoing performances. On top of her expertise in both traditional and digital media, Jennifer is a strategic thinker who often goes beyond "media" to help define business-building brand strategies for our clients. She is also very adept at evaluating and optimizing the effectiveness of plans while they are in active state.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2013 to Present – Silver Legacy Resort Casino, Reno, NV*
*EVP / Media Strategy*
*Media strategy, planning, buying, stewardship*

*2013 to Present - Stratosphere Resort and Casino, Las Vegas, NV*
*EVP / Medla Strategy*
*Customer Profiling; media plan consultation*

*2011 to Present – The Smith Center For The Performing Arts*
*EVP / Media Strategy*
*Grand opening and sustaining media strategy, planning, buying, stewardship*

***2009 - 2012 – Table Mountain Casino, Fresno, CA***
***EVP / Media Strategy***
***Media strategy, planning, buying, stewardship***

***2008 - 2012 - Buffalo Thunder Resort, Santa Fe NM***
***EVP / Media Strategy***
***Grand opening and sustaining media strategy, planning, buying, stewardship***

***2008 - 2009 - Firekeepers Casino Hotel, Battle Creek, MI***
***EVP / Media Strategy***
***Grand opening media strategy, planning, buying, stewardship***

***2006 - 2012 - Grand Sierra Resort Reno, Reno, NV***
***EVP / Media Strategy***
***Media strategy, planning, buying, stewardship***

***2003 - 2009 - Nevada Commission on Tourism***
***EVP / Media Strategy***
***Media strategy, planning, buying, stewardship***

***1999 - 2014 – Grand Victoria Casino, Elgin, IL***
***EVP / Media Strategy***
***Media strategy, planning, buying, stewardship***

***1998 - 2009 - Mandalay Bay Resort and Casino, Las Vegas, NV***
***EVP / Media Strategy***
***Grand opening and sustaining media strategy, planning, buying, stewardship***
***Grand opening of convention center expansion***

***1998 - 2005 - Monte Carlo Resort and Casino, Las Vegas, NV***
***EVP / Media Strategy***
***Media strategy, planning, buying, stewardship***

***1996 – 1997 – Casino Niagara, Niagara Falls, Ontario, Canada***
***VP / Media Director***
***Grand opening media strategy, planning, buying, stewardship***

***1994 - 1998 - MGM Grand Hotel Casino, Las Vegas, NV***
***VP / Media Director***
***Grand opening and sustaining media strategy, planning, buying, stewardship***

***1994 -1999 - Incline Villlage Crystal Bay Visitors Bureau***
***VP / Media Director***
***Media strategy, planning, buying, stewardship***

***1994 - 1999 - Reno Sparks Convention and Visitors Authority***
***VP / Media Director***
***Media strategy, planning, buying, stewardship***

**EDUCATION**
***Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.***

***University of California, Berkeley, Bachelor of Science / Mathematics, 1973***
***University of California, Berkeley, Secondary Teachers Credential / Mathematics, 1974***



**AWARDS (Won by the individual)**
***Information required should include: Award, organization giving the award and date received.***

| | | |
|---|---|---|
| ***Woman of Achievement*** | ***2014*** | ***Nevada Women's Fund*** |
| ***Ad Person of the Year*** | ***1987*** | ***Reno Ad Club*** |

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Tiffany East* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *VP of Public Relations* | | |
| # of Years in Classification: | *29* | # of Years with Firm: | *7* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Tiffany East leads The Glenn Group's award-winning public relations team. Throughout her more than 25-year career, Tiffany has developed and managed public affairs, media relations and community relations outreach programs in the business, energy, special events, environmental, real estate/development and governmental industries. She has collaborated with professionals representing diverse industries to develop strategic communications plans while managing communications teams, messaging, crisis communications and fostering community interest and awareness. Tiffany has worked with a variety of media outlets at the local, state and national levels developing various angles and story content. Most recently, she helped a client facilitate a presidential policy announcement at the Copper Mountain Solar field in Boulder City, Nevada.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*PR Concepts, Reno, NV*
*2000 - 2005 – Hot August Nights, Reno, NV*
*Owner*
*For five years, PR Concepts managed all of the public relations activities for Hot August Nights. At that time, Hot August Nights was one of northern Nevada's largest special events and played host to more than 6,000 classic cars, thousands of participants and national and international media. As the agency, we worked year-round for the event pitching and placing long-lead stories and responding to hundreds of media requests outside of event week. The success of the event was measured on "heads in beds" and a $32 million economic impact was an indication of the overall success.*

*The Glenn Group:*
*2009 - 2010 – FireKeepers Casino, Battle Creek, MI*
*VP/Public Relations*
*The Glenn Group PR team helped launch FireKeepers Casino in 2009. Working with the Nottawaseppi Huron Band of the Potawatomi, we managed media and community relations activities including: press visits, promotions, special events, food/beverage announcements, online press room, creating a comprehensive press kit and other initiatives during the final stages of construction through the opening.*



*2013 to present – Nevada Sesquicentennial Celebration*
*VP/Public Relations*
*As the public relations team for the Nevada Sesquicentennial, we developed an integrated campaign of media relations, social media and community outreach to create statewide awareness and buzz around the Nevada 150 campaign. Media tours with our northern and southern Nevada media partners has proven to be invaluable to our success through ongoing columns, features and the support of more than 400 statewide events.*

### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of Nevada, Reno*
*Reynolds School of Journalism, Public Relations emphasis*
*1982-1986*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*2003 – Community Contribution of the Year – Advertising Association of Northern Nevada*
*2008 – Gold Spike Award for Community Excellence – PRSA, Silver State Chapter*
*2013 – Woman of Achievement, Nevada Women's Fund*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | Kelly Glenn | Key Personnel: (Yes/No) | Yes |
|---|---|---|---|
| Individual's Title: | VP, Account Management, Partner | | |
| # of Years in Classification: | 13 | # of Years with Firm: | 9 |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Kelly leads the account management team for The Glenn Group, overseeing and helping guide numerous accounts as well as our proactive account management philosophy. Kelly began her career as an editorial coordinator for the Reno/Tahoe Visitor and soon joined The Glenn Group's account management division. She uses her extensive experience to lead the strategic development of advertising campaigns and promotions for clients in many industries including gaming/hospitality, travel and healthcare. Kelly's background also includes serving as a public relations student trainee while still in college for the Government Printing Office in Washington D.C., where she planned international media staging for the release of the 9/11 Commission Report.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2006 to present - Grand Victoria Casino, Elgin, IL*
*VP/Account Management/Partner*
*Oversee account executives and strategic direction of campaigns*

*2006 - 2012 - Grand Sierra Resort & Casino, Reno, NV*
*VP/Account Management/Partner*
*Account management and strategy, oversaw day-to-day activities with client including photo shoots, television shoots, etc.*

*2007 - 2009 - River Rock Casino, Geyserville, CA*
*VP/Account Management/Partner*
*Account management and strategy, oversaw day-to-day activities with client including photo shoots, television shoots, etc.*

*2007 to present - Feather Falls Casino, Oroville, CA*
*VP/Account Management/Partner*
*Account management and strategy, oversee photo shoots, television shoots, etc.*



*2009 to present- Seminole Hard Rock Hotel & Casino Tampa, Tampa, FL*
*VP/Account Management/Partner*
*Account management and strategy, oversee photo shoots, television shoots, etc.*

*2009 to present – Seminole Hard Rock Hotel & Casino Hollywood, Hollywood, FL*
*VP/Account Management/Partner*
*Account management and strategy, oversee photo shoots, television shoots, etc.*

*2011 - 2012 - Buffalo Thunder Resort & Casino, Santa Fe, NM*
*VP/Account Management/Partner*
*Account management and strategy, oversaw day-to-day activities with client*

*2012 - 2013 - Apache Hotel & Casino, Lawton, OK*
*VP/Account Management/Partner*
*Account management and strategy, oversaw day-to-day activities with client and hotel grand opening*

*2012 to present - Silver Legacy Resort Casino, Reno, NV*
*VP/Account Management/Partner*
*Oversee account executives and strategic direction of campaigns*

*2013 to present - Chicken Ranch Casino, Jamestown, CA*
*VP/Account Management/Partner*
*Oversee account executives and website production*

*2013 to present - Stratosphere Resort and Casino, Las Vegas, NV*
*VP/Account Management/Partner*
*Oversee account executives and strategic direction of campaigns*

### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of Nevada, Reno*
*Reno, NV*
*Bachelor of Science Business Management*
*June 2006*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*20 Under 40 Professional – Young Professionals Network and Reno Gazette-Journal – October 2012*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Michael Disbennett* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *VP/ Creative* | | |
| # of Years in Classification: | *22* | # of Years with Firm: | *17* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Having begun his advertising career in the great city of Chicago at Frankel (now Arc Worldwide), "Mike D" worked for more than five years on meaty accounts including McDonald's, Target, Kraft and Oldsmobile. In 1997, he moved to DRGM (now The Glenn Group) in Las Vegas as an art director. Mike now manages our Las Vegas creative department as VP/Creative Director and has worked on and led the creative direction of numerous tourism and hospitality accounts, from the NCOT to Mandalay Bay, THEhotel, Monte Carlo, Stratosphere, Hard Rock International, Seminole Hard Rock, Carnival Cruise Lines, Royal Caribbean Cruise Lines, The Mob Museum and numerous casino resorts around the country.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2003 - 2009 – Nevada Commission on Tourism*
*Art Director/Associate Creative Director*
*Strategic Messaging and Creative Ideation/Implementation*

*2000 - 2008 – Mandalay Bay Resort & Casino*
*Art Director, Associate Creative Director*
*Messaging Strategy, Creative Ideation/Implementation*

*2012 - 2014 – Grand Victoria Casino, Elgin, IL*
*VP/Creative Director*
*Messaging Strategy, Creative Direction*

*2008 - 2012 – Buffalo Thunder Casino, Santa Fe, NM*
*Creative Director, VP/Creative Director*
*Messaging Strategy, Creative Direction*

*2009 - 2012 – Seminole Hard Rock, Hollywood and Tampa Bay, FL*
*Creative Director, VP/Creative Director*
*Messaging Strategy, Creative Direction*



*2008 - 2010 – Carnival Cruise Lines, Miami, FL*
*Creative Director,*
*Messaging Strategy, Creative Direction*

*2009 - 2012 – Table Mountain Casino, Fresno, CA*
*Creative Director, VP/Creative Director*
*Messaging Strategy, Creative Direction*

*2013 to Present – Stratosphere Resort and Casino, Las Vegas, NV*
*VP/Creative Director*
*Messaging Strategy, Creative Direction*

*2012 - 2013 – Royal Caribbean Cruise Lines*
*VP/Creative Director*
*Messaging Strategy, Creative Direction*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*1992 – Associates Degree, Central Academy of Commercial Art, Cincinnati, OH*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*N/A*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Brett Rhyne* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Creative Director* | | |
| # of Years in Classification: | *15* | # of Years with Firm: | *7* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Copywriter and creative director with 15 years of advertising experience in a number of business categories. Brett has created award-winning campaigns for a number of clients across a variety of media, including traditional TV, print and radio to digital and social. He has worked in-house for companies in the automotive and casino industries before moving to the agency side seven and a half years ago.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*2005 - 2007 - Peppermill Hotel Casino, Reno*
*In-house Copywriter, PR, Producer*
*Served in several roles at a major hotel/casino property in Reno. As PR lead, worked closely with RSCVA on tourism initiatives, organizing FAM tours, fielding interviews; as copywriter and producer, conceptualized, wrote and produced a number of campaigns and video projects.*

*The Glenn Group:*
*2007 - 2008 – Nevada Commission on Tourism*
*Senior Copywriter*
*Wrote copy and concepts for print and digital campaigns for NCOT, particularly for the Division of Museums.*

*2012 - present – Silver Legacy Resort & Casino, Reno*
*Creative Director & Copywriter*
*Provided integrated campaign concepts for major property rebranding efforts. Served as CD on those projects, overseeing all aspects of concept creation, presentation, and campaign production.*

*2012 - present – Stratosphere Resort, Casino & Tower, Las Vegas*
*Creative Director & Copywriter*
*Provided creative concepting, integrated rebranding campaign of Las Vegas Strip property. Concepts included ideas for a number of mediums both traditional and non-traditional.*



*2009 - 2012 – Hard Rock Casinos, Hollywood & Tampa Bay, Florida*
*Creative Director & Copywriter*
*Concepts and copywriting for a number of campaigns for Hard Rock Casino properties in Florida. Primarily concepts for brand television advertising.*

*2008 - present – Reno Air Races*
*Creative Director & Copywriter*
*Creative concept development, copywriting and creative direction for Reno Air Races print and television campaigns.*

*2012 - present – Wolf Creek Golf Course, Mesquite, NV*
*Creative Director & Copywriter*
*Creative concept development, copywriting and creative direction for print and digital campaigns.*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Washington College, Chestertown, Maryland, BA in History*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*Number of local, regional and national ADDY awards since 2006*
*Gaming Voice Awards from the American Gaming Association*
*Work featured in Communication Arts, Print and HOW magazines (2007/2008)*

## PROPOSED STAFF RESUME FOR RFP 2081

***A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.***

| **Company Name Submitting Proposal:** | ***The Glenn Group*** |
|---|---|

***Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.***

| **Contractor:** | ***X*** | **Subcontractor:** | |
|---|---|---|---|

***The following information requested pertains to the individual being proposed for this project.***

| **Name:** | ***Amy Lockhart*** | **Key Personnel: (Yes/No)** | ***Yes*** |
|---|---|---|---|
| **Individual's Title:** | ***Associate Creative Director*** | | |
| **# of Years in Classification:** | ***15*** | **# of Years with Firm:** | ***12*** |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

***Information should include a brief summary of the proposed individual's professional experience.***

***A graduate of the Art Institute of Seattle, Amy is an overachieving perfectionist who pays close attention to every detail. Totally committed to crafting her work, her devotion has paid off in many local, regional and national creative awards. Amy's combination of conceptual ability, artistic flair and in-depth production know-how often make a huge difference whether she's creating a national TV campaign…or a button. Amy's extensive account experience includes work for Nevada Commission on Tourism, Grand Victoria Casino, Mandalay Bay Resort and Casino, Grand Sierra Resort, Buffalo Thunder Resort & Casino, Feather Falls Casino, Circus Circus Casino, Seminole Hard Rock Hotel & Casino, Silver Legacy Casino, IGT, Food Bank of Northern Nevada, University of Nevada Reno, Boys & Girls Club, Montrêux Golf and Country Club, the Reno-Tahoe Open, Reno Philharmonic, Nevada Museum of Art, The Mob Museum, Nevada Ballet Theatre, the Reno Air Races, Employers Insurance, Royal Caribbean and Renown Health.***

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

***Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.***

***DRGM/The Glenn Group:***
***2003 - 2009 – Nevada Commission on Tourism***
***Concept of advertising campaigns, overseeing brand and brand look, photo shoot direction, TV shoot direction, logo development, design of print/collateral/Web, creating brand guidelines, photo tracking, production and production management***

***2002 - 2014 – Grand Victoria Casino***
***Concept of advertising campaigns, overseeing brand and brand look, photo shoot direction, TV shoot direction, logo development, design of print/collateral/Web, creating brand guidelines, photo tracking, production and production management***

***The Glenn Group:***
***2006 - 2009 – Grand Sierra Resort***
***Concept of advertising campaigns, overseeing brand and brand look, photo shoot direction, logo development, design of print/collateral/Web, creating brand guidelines, production and production management***



***The Glenn Group***
***2008 - 2012 – Buffalo Thunder***
***Concept of advertising campaigns, overseeing brand and brand look, design of logos/print/collateral/Web, production and production management***

***The Glenn Group***
***2012 - 2014 – Silver Legacy***
***Concept of advertising campaigns, photo shoot direction, TV shoot direction, logo development, design of print/collateral/web, creating brand guidelines, photo tracking, production and production management***

**EDUCATION**

***Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.***

***1991-1993, Art Institute of Seattle, Seattle, Washington, Associate of Arts (visual communications)***

**AWARDS (Won by the individual)**

***Information required should include: Award, organization giving the award and date received.***

***1999, Addy Awards, Las Vegas, Gold Addy & National Addy for Summerlin Birth Place Invitation***
***2001, Neenah Paper, Silver Medal, Western Regional Winner***
***2006, Addy Awards, Reno, Best of Show for Nevada Commission on Tourism Campaign***

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Chun Lim* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Director of Motion Design* | | |
| # of Years in Classification: | *8* | # of Years with Firm: | *3* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Chun came to The Glenn Group with more than 8 years of digital design, animation and motion graphics experience and now heads our motion design department, which creates dynamic motion content for television, the web and environmental digital displays. Prior to working for The Glenn Group, Chun created thousands of animated ads as well as produced broadcast graphics packages, network brand identification, commercial animation and visual effects for notable clients such as TNT, Food Network, Discovery Channel, Charter Communications, Nestle, Suzuki, Motorola, Honda, Apple, MGM Studios, Sears and Paramount Pictures, to name a few.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*2011 - 2012 – The Mob Exhibit, Las Vegas, NV*
*Senior Art Director – DAV Productions*
*Design, animation and editing production attraction content.*

*2012 to present – The Mob Museum, Las Vegas, NV*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*

*2012 to present – The Smith Center, Las Vegas, NV*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*

*2012 to present – Seminole Hard Rock Hotel & Casino Tampa, Tampa, FL*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*

*2012 to present – Seminole Hard Rock Hotel & Casino Hollywood, Hollywood, FL*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*

*2012 to present – Silver Legacy Resort Casino, Reno, NV*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*



*2013 to present – Stratosphere Resort and Casino, Las Vegas, NV*
*Director of Motion Design – The Glenn Group*
*Design, animation and editing production for advertising campaigns.*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Associates Degree in Multimedia Design from the Art Institute of Colorado, 2003*
*Graduated with "par excellence" (best portfolio)*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*Chun has contributed to many awards won by the Glenn Group including several Addy's for broadcast advertising and promotions. Individually Chun was awarded a Certificate of Senatorial Recognition by Senator Dean Heller for his help in launching a new business division of The Glenn Group, G-Motion.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Jan Johnson* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Print Production Director* | | |
| # of Years in Classification: | *30* | # of Years with Firm: | *16* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Jan has the vitally important task of overseeing the many jobs that route through The Glenn Group's creative department. She works closely with suppliers to stay up-to-date on new technologies available in order to use the most cost-effective methods and ensure that budgets and deadlines are met. Jan's diverse background includes extensive work in the pre-press print production department of a film separation company. She is a current member of the Sierra Graphics Network and is a past member of the International Association of Printing House Craftsmen (IAPHC) and AIGA. While a member of IAPHC, Jan held a variety of positions including president, board member, education and scholarship chair, 1st and 2nd vice president and various function committee chairs for the Sierra Nevada Chapter. Jan has been working in the print production industry for nearly 30 years.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*TBC (Trahan Burden and Charles, Reno):*
*1997 - 1998 – LTVA (Lake Tahoe Visitors Authority)*
*Production Manager*
*Production of ads and collateral materials to promote the area.*

*The Glenn Group/Rose/Glenn:*
*1998 - 2011 – Reno/Tahoe Visitor*
*Production Manager*
*Handled all print aspects for this annual publication. It is distributed to hotel rooms as an informational book to promote the region and culture of northern Nevada.*

*1999 - 2002 – RSCVA (Reno Sparks Convention and Visitor Authority)*
*Production Manager*
*Production of print ads, collateral, promotional materials, outdoor and TV/Radio.*



### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Weber State College, Ogden, Utah – Classes in Merchandising and Design with supporting classes in Business and Finance, 1966 & 1967*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*N/A*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Jennifer Hill* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Media Director* | | |
| # of Years in Classification: | *20* | # of Years with Firm: | *3* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Jennifer Hill began her career with The Glenn Group as an intern more than 20 years ago. She ventured off to gain a variety of advertising experience, but recently found her way home, re-joining our team as media director. Jennifer's experience involves a six year stint with Harrah's Entertainment Corporate as their Media Supervisor, and most recently with the Reno Gazette-Journal as Marketing Communication Specialist. With The Glenn Group, she oversees the agency's media plans for clients such as Renown Medical Center (Reno), Silver Legacy (Reno) and Reno Air Racing Association. Jennifer is also responsible for planning, negotiating and placing media at local, regional and national levels.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*DRGM Advertising:*
*1994 – 1998 – Reno Sparks Convention and Visitors Authority*
*Account Coordination*

*Trahan Burden & Charles Advertising:*
*1999 – 2003 – Harrah's Phoenix Ak-Chin, Harrah's Topeka, Harrah's Reno, Harrah's Lake Tahoe*
*Account Supervisor*
*Account Strategy and Management*

*Harrah's Entertainment:*
*2003 – 2009 – Harrah's Reno, Harrah's Lake Tahoe, Harveys Lake Tahoe*
*Media Supervisor*
*Media Planning and Buying*

*The Glenn Group:*
*2011 – 2012 – Grand Sierra Resort, Reno*
*Media Director*
*Media Planning and Buying*

*2011 – 2012 – Buffalo Thunder Casino, Santa Fe, NM*
*Media Director*
*Media Strategy, Planning and Buying*



*2011 – 2013 – The Mob Museum, Las Vegas*
*Media Strategy, Planning and Buying*

*2013 to Present – Stratosphere Resort and Casino, Las Vegas*
*Media Director*
*Database Analysis, Media Strategy*

*2013 to Present – Silver Legacy Resort and Casino, Reno*
*Media Director*
*Database Analysis, Media Strategy, Planning and Buying*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Bachelor of Arts degree in Journalism with a specialty in Advertising from the University of Nevada, Reno, 1994*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*Woman of Achievement, Nevada Women's Fund, 2012*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | X | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Tom Duffy* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Director of Digital / Creative Technologies* | | |
| # of Years in Classification: | *10* | # of Years with Firm: | *2* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*A Silicon Valley native, Tom has been honing his digital chops since he wrote his first piece of software at age nine. Since then he has started his own print and design company (at age 13); edited an award-winning short film; worked in the printing industry as a press operator; started tech support, web design and web hosting companies; and been a writer and artist for a web-based comic called Utopia Theory. But computers and code are what he's passionate about. As a developer Tom brings substantial experience working in a number of software languages including PHP, JavaScript, jQuery, and .NET, as well as several CMS platforms. Tom's also an avid gardener and fly-fisherman, so if you ask him nicely you might get the download on the best spots to hook a trout and how to grow a truly killer tomato.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*2013 to Present – High Society Web App – The Glenn Group*
*Lead Developer*
*High Society is a web-based social listening tool tailored to tourism, travel, and lodging organizations. The application is still in development*

*2013 to 2014 – Stratosphere, Las Vegas*
*Director of Digital / Creative Technologies*
*Microsite development, digital campaign development*

*2012 to Present – Silver Legacy Hotel & Casino, Reno*
*Director of Digital / Creative Technologies*
*Digital campaign development, microsite development, digital and social strategy*

*2012 to Present – Reno Air Races, Stead, NV*
*Director of Digital / Creative Technologies*
*Web updates and maintenance, development of their new website*

*2012 to Present – Feather Falls Casino*
*Director of Digital / Creative Technologies / Digital Developer*
*Web development, drupal maintenance*



### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*San Francisco State University, San Francisco, California. 2000-2002*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*2013 Hack4Reno Hackathon: Rapid App Development – 1st Place Winner*
*2013 Gold Addy Award – Good [ For Goodness Sake ] campaign*
*2014 Gold Addy Award – Grow It Back Dad campaign*
*2014 Gold Addy Award – The Next Big Find is Mine Microsite*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | x | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *William Crozer* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Social Media Director* | | |
| # of Years in Classification: | *4* | # of Years with Firm: | *6 Mo.* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*William first began working in the Nevada tourism industry at the Desert Inn Hotel & Casino while a student at the University of Nevada, Las Vegas' College of Hotel Administration. After graduation from UNLV and a food and beverage career that included opening the Palms Hotel & Casino with the N9NE Group, opening the Palazzo Hotel & Casino with the B&B Hospitality Group, and working with "celebrity chefs" Charlie Palmer and Hubert Keller, William transitioned to a career focusing on emerging marketing channels. As owner of Fast Track Moving Media, he led the innovative implementation of guerilla mobile marketing campaigns for Dunkin Donuts, Nevada State College and Fresh 'n Easy Markets. As social media began to emerge as an influential communication medium, William first began working with IMG to establish college athletics first real-time "Twittercast" for UNLV Football and Basketball games. William used his experience in implementing effective social media campaigns to become a key member of the development team for Social Office Suite, a software tool for businesses to publish social media content and to manage their brand in real time. As Director of Operations, William led strategic and inventive collaborations with social media teams at most Las Vegas resorts as well as regional, national and international retailers such as Capriotti's Sandwiches, Meineke Car Care and NordicTrack.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2014 – Present - Stratosphere Hotel & Casino - Las Vegas*
*Social Media Director*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

*2014 – Present - Silver Legacy Hotel & Casino - Reno*
*Social Media Director*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*



*Social Office Suite:*
*2011 – Present - Riviera Hotel & Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy Collaboration, Social Media Implementation*

*2013 – 2014 - El Cortez Hotel & Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy Collaboration, Social Media Implementation*

*2010 to 2014 - Stations Casinos – Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Office Suite Training & Implementation*

*2011 to 2014 - Hard Rock Hotel & Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Office Suite Training & Implementation*

*2014 - Brooklyn Bowl - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

*2012 – 2014 - Flagship Cruises & Events - San Diego, California*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

*2011 – 2014 - Capriotti's Sandwiches - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

*2012 - Wynn Las Vegas Resort - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Office Suite Training & Implementation*

*2012 - Venetian Resort Hotel Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Office Suite Training & Implementation*

*2013 - Downtown Grand Hotel & Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation for Casino Opening*

*2011 – 2013 - Palms Hotel & Casino - Las Vegas*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

*2010 – 2014 - Hard Rock Hotel - San Diego*
*Director of Operations*
*Messaging & Brand Monitoring Strategy, Social Media Implementation, Social Office Suite Training*

| EDUCATION<br>*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.* |
|---|

***1995 – BS in Hotel Administration - University of Nevada - Las Vegas***
***2000 – AOS in Culinary Arts - Culinary Institute of America - Hyde Park, New York***

| AWARDS (Won by the individual)<br>*Information required should include: Award, organization giving the award and date received.* |
|---|

***N/A***



## PROPOSED STAFF RESUME FOR RFP 2081

***A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.***

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

***Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.***

| Contractor: | *X* | Subcontractor: | |
|---|---|---|---|

***The following information requested pertains to the individual being proposed for this project.***

| Name: | *Nicole Carlsen* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Account Executive Public Relations* | | |
| # of Years in Classification: | *6 years* | # of Years with Firm: | *9 mos* |

| BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE<br>*Information should include a brief summary of the proposed individual's professional experience.* |
|---|

***Nicole began her career working with real estate development and tourism clients and soon realized she wanted to know more about how the digital world could benefit her clients. After working in the industry for a few years, she decided to go back to school in 2011 and received her M.A. in interactive journalism from the University of Nevada, Reno. During that time she was introduced to the innovative team at The Glenn Group. Nicole brings expertise in social media, community outreach, marketing, content strategy and digital strategy to The Glenn Group's public relations team. She has more than 6 years experience in public relations working with clients in not-for-profit, business, healthcare, energy, special events, real estate/development and tourism industries.***

| RELEVANT TOURISM INDUSTRY EXPERIENCE<br>*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.* |
|---|

***The Glenn Group:***
***May 2014 to Present – Nevada Sesquicentennial Celebration***
***Public Relations Account Executive***
***During Nevada's year-long Sesquicentennial celebration I have provided integrated planning including event planning and execution, and media and community relations. By executive order from Gov. Brian Sandoval, when finished, the celebration will have included more than 400 events, community engagement and a large amount of media coverage. This event created excitement both within our great state amongst Nevadans as well as provided tourists events and awareness about the entire state.***

***Streamline Communications, Truckee CA:***
***2010 - 2011 – Homewood Resort, Homewood, CA***
***Communications Associate & Account Manager***
***Homewood Resort, owned by JMA Ventures, proposed a new master plan for the property. At Streamline, I created community relations collateral, planning and communication materials to bring awareness to the project. We were able to get the Tahoe Regional Planning Agency to approve the master plan. The plan will help update Homewood Resort to be a great escape for those looking for a modern ski experience right on Lake Tahoe.***

*2009 - 2011 – Boulder Bay, Crystal Bay, NV*
*Communications Associate & Account Manager*
*While working at Streamline, I developed and implemented a community awareness campaign, created collateral, managed media and assisted with presentations and community meetings for Boulder Bay, a large scale eco-friendly redevelopment project slated to replace the Tahoe Biltmore Lodge & Casino. In 2011 the Tahoe Regional Planning Agency voted to approve the project.*

*Switchback PR + Marketing, Truckee, CA:*
*August 2008 - November 2008 – Downtown Truckee Wine, Walk & Shop*
*Public Relations Intern*
*While an intern at Switchback, I worked on the Downtown Truckee Wine, Walk & Shop to bring vendors, sponsors and the community together to enjoy this annual event. This included media relations, event planning and day-of management. The event brings nearly 1,000 locals and tourists to historic downtown Truckee to sip wine, taste the local fare and enjoy shopping.*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of Nevada, Reno*
*Reno, NV*
*M.A. Interactive Journalism*
*December 2012*

*University of Nevada, Reno*
*Reno, NV*
*B.A. Journalism: Public Relations and Speech Communication*
*December 2008*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*N/A*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | *X* | Subcontractor: | |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Dennis Wanbaugh* | | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|---|
| Individual's Title: | *Senior Art Director* | | | |
| # of Years in Classification: | *12* | # of Years with Firm: | | *10* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*Dennis may be the silent type but his creative ideas and designs always have the volume cranked up to 11. A smart, innovative (and largely self-taught) art director and web designer, Dennis is known for pushing the limits of design, creating work that's edgy but totally on brand. Dennis' skills run the gamut from old school to new; throughout the day he moves easily from working on traditional print and publication design and TV and photo shoots to working with Flash animation and other cutting edge interactive design platforms. After working for a few start-ups and a dot-com, Dennis found his niche in the creative department at The Glenn Group, where he's worked on award-winning campaigns for gaming clients such as Grand Victoria Casino, Buffalo Thunder Resort and Casino, Feather Falls Casino, and Table Mountain Casino.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*The Glenn Group:*
*2003 - 2006 – Nevada Commission on Tourism*
*Art Director*
*Design/brand/production*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*N/A*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*N/A*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Jonathan Bailey* | Key Personnel: (Yes/No) | *Y* |
|---|---|---|---|
| Individual's Title: | *i.d.e.a., Founder/Chief Relationships Officer* | | |
| # of Years in Classification: | *20* | # of Years with Firm: | *2.5* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Jonathan Bailey has nearly 30 years of direct experience in the marketing communications industry, and it began with emptying wastebaskets. That's how badly he wanted to break into the agency business.*

*Starting as an intern at a boutique San Francisco agency, Jon has served on both client and agency sides, working his way up to CEO of Bailey Gardiner, one of San Diego's leading integrated agencies.*

*Now at i.d.e.a., Jon's leadership is sought after by brands looking for insight, strategy, direction and just plain truth. He leads the Relationships Team at i.d.e.a., which focuses the firm's attention on our brand and community partners - present, past and future.*

*Jon brings to brands an unusual integrated perspective earned by working in both the Public Relations and Advertising disciplines. As an early pioneer in integration, Jon sees clarity in breaking down barriers between marketing functions, and instead focuses on how one strategic brand idea can succeed across multiple platforms.*

*Jon is Co-Chairman of the Board of San Diego AdClub, chairs the marketing committee on the Board of LEAD San Diego, and is past president of the Public Relations Society of America, San Diego Chapter. He is Incoming Chair of the International Board of Governors for TAAN Global Agency Network, and is also a board member of Walden Family Services and the Balboa Park Trust, a program of the San Diego Foundation. Jon regularly speaks on integrated marketing at a variety of industry events nationwide, and is a past guest instructor at the University of California San Diego, San Diego State University and University of San Diego.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Present – City of San Diego Commission for Arts & Culture, Incoming Commissioner, four-year term*

*Work with San Diego Tourism Authority to determine public art decisions for City, promote cultural tourism and consider funding requests for arts and culture programs*



*Present – KSL Resorts, Account Lead at i.d.e.a. – ongoing*

*Work with destinations across US to encourage visits utilizing such marketing tools as traditional advertising, digital advertising, public relations and social media*

*Present – Seaport Village, Account Lead at i.d.e.a. – ongoing*

*Work with San Diego's #4 tourist destination to encourage visits from visitors regionally, nationally and internationally utilizing such marketing tools as traditional advertising, digital advertising, public relations and social media*

*Present – Harrah's Southern California Resort, Account Lead at i.d.e.a. – ongoing*

*Work to encourage visits from visitors locally, regionally, and nationally utilizing such marketing tools as traditional advertising, digital advertising, public relations and social media*

*1995-Present – Various destination and hospitality brands including San Diego Zoo, Seaport Village, Del Mar Racetrack, State of California Racing Association, Old Town San Diego State Park, Hilton, Marriott, Hard Rock, Hyatt, Kimpton, W and Westin, Account Lead*

*Work on various marketing programs to support visits and travel to these destinations with visitors from drive markets within California and the Western United States as well as long distance visitors from across the US, Canada, Mexico and in specific overseas target markets*

### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of California, Berkeley; BA in Mass Communications 1985*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*More than 50 awards since 2012 including:*

*Silver Medal for Outstanding Contribution to the Field of Advertising, American Advertising Federation, 2014*

*Best Use of Broadcast/Video Content (National), PR Week, 2014*

*Best Places to Work, San Diego Business Journal, 2014*

*Best Use of Video in a Digital/Social Format (National), Bulldog Reporter, 2014*

*Best YouTube Video or Channel (National), PR News, 2014*

*Best Social Media Program (National), PR Daily, 2013*

*Best Non-Profit Video, (International) Telly Awards, 2013*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Julie Messing-Paea* | | Key Personnel: (Yes/No) | Y |
|---|---|---|---|---|
| Individual's Title: | *i.d.e.a., VP Reputation* | | | |
| # of Years in Classification: | *15* | # of Years with Firm: | | *1* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Julie Messing-Paea attended St. Louis University in St. Louis, Missouri where she studied Mass Communications. While in school, she developed a passion for media and public relations. After a brief stint on-camera, she moved behind-the-scenes where she spearheaded media events, program development and strategic partnerships for both local and national television. Messing-Paea has more than 15+ years of multi-media experience and a solid track record of delivering results. Prior to joining i.d.e.a., she served as Public Relations Director for Santa Monica-based, Advanstar Communications, Inc. and for the global Hustler brand, where she served not only as Flynt's personal publicist but was also responsible for the overall image of the multi-million dollar privately-held company and its brands. Messing-Paea has been an independent publicist with a broad range of clients including Radio Disney, FOX Sports, E! Entertainment Equinox Fitness, Vidicom Media and many others. She spent five years at CBS Television, as their Director of Marketing and Promotion in New York City and at Fox Television/ Raycom Media where she developed cross-promotional public and community relations initiatives.*

*Messing-Paea is a member of the Public Relations Society of America, Broadcasting and Advertising Club and the International Radio and Television Society as well as Alliance for Women in Media and Television and PROMAX/ BDA*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Present – KSL Resorts, PR Account Lead at i.d.e.a. – ongoing*
*Work with destinations across US to encourage visits utilizing local, regional, national and international media relationships to garner secured placements in earned media*

*Present – Seaport Village, PR Account Lead at i.d.e.a. – ongoing*
*Work with San Diego's #4 tourist destination to encourage visits from visitors regionally, nationally and internationally utilizing local, regional, national and international media relationships to garner secured placements in earned media*

*Present – Harrah's Southern California Resort, PR Account Lead at i.d.e.a. – ongoing*
*Work to encourage visits from visitors locally, regionally, and nationally utilizing local, regional, national and international media relationships to garner secured placements in earned media*



### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Saint Louis University – St. Louis, MO – B.A.; Mass Communications 1996*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Lauren Fimbres Wood* | | Key Personnel: (Yes/No) | Yes |
|---|---|---|---|---|
| Individual's Title: | *i.d.e.a., Director, Reputation* | | | |
| # of Years in Classification: | *13* | # of Years with Firm: | | *1* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Lauren Fimbres Wood comes to i.d.e.a. after spending eight years managing the PR division at TeamWorks Media in Chicago. While there, she developed and executed award-winning PR campaigns for clients such as the Bank of America Chicago Marathon, Levy Restaurants, Crown Imports (Corona, Pacifico, St. Pauli Girl) and the video game Big Buck Hunter. Her media relations efforts and big picture thinking resulted in placements with NBC's "Today," CNN, New York Times, Wall Street Journal, E!'s "Chelsea Lately," ESPN the Magazine and more. She has also supported PR for high-profile events including the Super Bowl, Kentucky Derby, U.S. Open, MLB All-Star Game and Grammy Awards.*

*Before her move to the Windy City, Lauren worked at a boutique public relations agency in San Diego. She managed PR campaigns for hospitality, lifestyle and action sports clients including ArtWalk San Diego, a shark-diving travel business and DC Shoes, Inc.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Hotel del Coronado (May 2014-Present, San Diego): As director of public relations, Lauren oversees the i.d.e.a. team working on the iconic Hotel del Coronado. She ensures strategic outreach is done to reach The Del's specific marketing goals. Since working with the Hotel del Coronado in May 2014, targeted PR placements have already landed in the Wall Street Journal, Sunset Magazine, Los Angeles Times, NBCNews.com and more.*

*Seaport Village (2013-Present, San Diego): As director of public relations at i.d.e.a., Lauren currently manages PR for San Diego's Seaport Village, waterfront shopping, dining and entertainment destination. Lauren oversees publicity for Seaport Village's annual events – the Spring Busker Festival, Surfin' Santa's Arrival, and the Fall-focused Halloween Bash. These events were created by i.d.e.a. and received significant press coverage in the past year in USA Today, Los Angeles Times, Buzzfeed, The Weather Channel, U-T San Diego, and more.*

*Levy Restaurants (2006-2011, Chicago): As both an account supervisor and director of public relations, Lauren managed public relations for Levy Restaurants, the restaurant company that caters major sports and entertainment venues around the country. This entailed garnering press coverage with food and beverage reporters, including travel writers, around events including the Super Bowl, Grammy Awards, US Open (in New York), MLB and NBA All-Star Games and playoffs*



*for all major sports leagues. PR placements achieved on behalf of Levy Restaurants include the Today Show, Fox & Friends, CNBC, CNN, New York Times, Wall Street Journal, Food & Wine, USA Today (travel), Los Angeles Times and more.*

*Great White Adventures (2004-2005, Bay Area): As a senior account executive, Lauren managed public relations for Great White Adventures, a shark diving adventure travel company. While under her management, the company received travel press covering in the LA Times, Boston Globe, Los Angeles Daily News, Stuff Magazine, Fox News "O'Reilly Factor," and more.*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Lauren graduated from the University of California, San Diego with a Bachelor of Arts in Communications and also studied abroad in Madrid, Spain.*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Bryan Hansen* | Key Personnel: (Yes/No) | Y |
|---|---|---|---|
| Individual's Title: | *i.d.e.a., Reputation Manager* | | |
| # of Years in Classification: | *4* | # of Years with Firm: | *1* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Bryan Hansen started his career in New York City at Rubenstein Communications, Inc. working on a myriad of high-profile and event-oriented tourism, entertainment, cultural and sports accounts including NYC & Company, the official marketing, tourism and partnership organization for the City of New York, the Tribeca Film Festival, Intrepid Sea, Air & Space Museum, South Street Seaport Museum, the New York City Marathon and more.*

*After two-and-a-half years, Bryan made a transition to Nancy J. Friedman Public Relations (NJFPR), a full-service agency specializing in the travel, hospitality, and lifestyle industries. Here Bryan refined his media relations and pitching abilities, serving as the main client contact and managing proactive and reactive day-to-day press activities for clients including Visit St. Petersburg/Clearwater, Sheraton Hotels & Resorts Worldwide, Waldorf Astoria Chicago, The Jade Hotel and THE OUT NYC. Bryan also actively participated in an audit of the agency's social media pages, contributing heavily to the planning and execution of new strategies on Twitter, Facebook and Instagram.*

*Lured by the warm weather of San Diego, amazing corporate culture and rapidly growing lifestyle PR department at i.d.e.a., Bryan moved to San Diego in June of 2014 to experience life on the west coast. He currently oversees all account activity for the iconic Hotel del Coronado and has secured multiple broadcast, print and online placements at international, national, regional and local outlets on behalf of the client. As a result of his work on The Dali Museum while working with St. Pete/Clearwater, Bryan also contributes to the publicity efforts for the San Diego Museum of Art with a focus on travel publications.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Bryan Hansen served as an Account Executive at NJFPR on the Visit St. Petersburg/Clearwater, Florida account for one-and-a-half years. In addition to pitching the 25-mile stretch of powder white sand that are consistently rated some of the top beaches in the country, he worked closely with the marketing departments of multiple hotels in the area including Loews Don CeSar Hotel, The Sandpearl Resort, Guy Harvey Outpost a Tradewinds Resort, and more to earn top-tier media attention in key fly-to markets. Additionally, Bryan worked with the cultural institutions in the area including The Dali Museum, Clearwater Marine Aquarium (home of Winter the Dolphin from*



*the film Dolphin Tale) and Museum of Fine Arts to promote exhibitions including the "Warhol: Art. Fame. Mortality." and the upcoming "Picasso / Dali, Dali / Picasso" exhibitions both at The Dali Museum. Evergreen pitch angles included the craft beer trail in St. Pete, St. Pete/Clearwater as an up-and-coming filming destination; multigenerational travel highlights of the area; LGBT initiatives including St. Pete Pride, which has the largest parade in all of Florida; Tarpon Springs, which houses the largest population of Greek-Americans living in the United States, and more.*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of Delaware 2010, Newark, DE*
*B.A. Communications; Minor: Journalism*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | *X* |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Colin Baugh* | Key Personnel: (Yes/No) | *Y* |
|---|---|---|---|
| Individual's Title: | *i.d.e.a., Publicist* | | |
| # of Years in Classification: | *10* | # of Years with Firm: | *1* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Colin Baugh brings more than ten years of experience as a public relations professional in travel, hospitality, food and beverage, and consumer product spaces. This experience has led to the development of relationships with top-level national media including GQ, Playboy, Playboy.com, CNBC, Maxim, Maxim.com, Esquire, Condé Nast Traveler, Travel & Leisure, Food & Wine, Saveur, and more.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Louisiana Office of Tourism (Media Relations Subcontractor through Deveney Communication, New Orleans, Jun. 2010-Dec. 2010) – Led national media outreach on behalf of the Louisiana Office of Tourism in the wake of the BP Oil Spill in the Gulf of Mexico, which yielded coverage from MSNBC, the Today Show, The Atlantic, Saveur, Huffington Post, CNN.com, Los Angeles Times, Fodor's and more.*

*The Most Perfect View (Media Relations Subcontractor through Abelow PR, New York, Oct. 2011-Apr. 2012) – Led national media outreach for the launch of The Most Perfect View, a collection of luxury hotels worldwide, which enables customers to instantly book rooms featuring only the most iconic and beautiful views on the planet. Notable coverage included USA Today, Dallas Morning News, Fox News Latino, Huffington Post, Thrillist (National), UrbanDaddy (National).*

*SpaFinder's Wellness Week (Media Relations Subcontractor through PKPR, New York, Feb-Mar. 2011, 2012, 2013) – Led West Coast media outreach and assisted on national media outreach for Wellness Week, a one-week annual event during which spas, wellness facilities, gyms, and salons offer select services for $50 or 50% off. Coverage included Travel & Leisure, Arizona Republic, Orange County Register, Denver Post, 5280 Magazine, Denver Life Magazine, Las Vegas Review-Journal, WHERE LA, KTLA-TV (CW, Los Angles), KCAL-TV (CBS, Los Angeles), KTTV-TV (FOX, Los Angeles), KCPQ-TV (Fox, Seattle), KDVR-TV (Fox, Denver), KUSA-TV (NBC, Denver), KPHO-TV (CBS, Phoenix), Univision (San Diego), KSAZ (FOX, Phoenix).*

*Spire.com (Media Relations Subcontractor through Abelow PR, New York, Jun. 2011-Aug. 2011) – Contributed to a team to launch flash-sale travel site, Spire.com, securing coverage in outlets including USA Today, Los Angeles Times, Boston Herald, Chicago Tribune, Orlando Sun Sentinel and SmarterTravel.com.*



**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Bachelor of Arts, '99, University of Arizona*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*N/A*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Sterling Doak* | Key Personnel: (Yes/No) | Y |
|---|---|---|---|
| Individual's Title: | *i.d.e.a., Vice President of Consumer Behavior* | | |
| # of Years in Classification: | *10* | # of Years with Firm: | *6* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*Former Reno, NV agency principal at Media Directions and third generation "ad guy", Sterling Doak is a 10-year industry veteran. Responsible for consumer experience and brand development for all i.d.e.a. brand partners, Sterling specializes in conducting focused research, uncovering the key consumer insights and brand development strategies that meet the business objectives.*

*Sterling prides himself on fully grasping the whens and ways a brand and consumer intersect. He has developed right-sized solutions for KSL Resorts, Ringling Brothers and Barnum and Baily Circus, PUMA Golf, SUPRA shoes, ecoATM, Hot Spring Spas and Qualcomm. He studied Music Business Marketing at the Art Institute of Seattle, so he knows how to make our clients feel like rock stars.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Nevada Department of Wildlife – Boating Safety Campaign, 2008 – 2009*
*Agency: Media Directions, Reno, NV (Agency of Record)*
*Position: Lead Creative*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*Art Institute of Seattle 1995-1997. Seattle, WA. AA*
*Second Wind Agency National Training Certificate – Agency Operations, Agency Planning*
*The Brand Establishment National Training Certificate – Brand Strategist*

**AWARDS (Won by the individual)**

*Information required should include: Award, organization giving the award and date received.*

*Silver ADDY, branding 2008, Silver ADDY writer/director TV, 2008*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Stephanie Garcia* | Key Personnel: (Yes/No) | Yes |
|---|---|---|---|
| Individual's Title: | *i.d.e.a., Director of Social Strategy* | | |
| # of Years in Classification: | *7* | # of Years with Firm: | *2* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

*For the last seven years, Stephanie Garcia has helped businesses maximize their profit using social media marketing by fusing creativity with her background in psychology. As a seasoned social media strategist, she has a proven track record for constructing social media and search engine marketing programs for her brand partners.*

*Stephanie has managed social media campaigns and contests for companies including Clinique, Coach, Diane Von Furstenberg, Sephora and The North Face. She has consulted more than 100 brands during her agency career and has won many awards for integrated campaigns including an OMMA Award for Online Advertising Creativity and a Forrester Award for driving social impact. Her favorite campaigns to-date include the launch of Dive Dayclub for Harrah's Resort Southern California and hosting the World's Largest Instameet at the Del Mar Thoroughbred Club.*

*As the Director of Social Strategy at i.d.e.a., Stephanie develops and implements social media strategies that connect brands with the people that matter most to them.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*April 4, 2013 – Present*
*Harrah's Resort Southern California*
*777 Harrah's Resort, Southern California Way, Valley Center, CA 92082*
*Director of Social Strategy*
*Responsible for building a social media presence for the resort's new venue, Dive Day Club on Facebook, Tumblr and Twitter*

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*San Diego State University*
*San Diego, CA*
*Bachelor of Science, Psychology*
*December 2006*

*University of California, San Diego*
*La Jolla, CA*
*Professional Certificate, Marketing*
*May 2009*

*GSummit - Enterprise Gamification Consultancy*
*San Francisco, CA*
*Level 3: Master Gamification Designer*
*September 2013*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*Emerging Brand of the Year – Dive at Harrah's Rincon*
*San Diego Ad Club*
*2013*

*Best Use of Instagram – Honorable Mention*
*PR Daily's*
*2013*

*AAF Club Achievement San Diego, 3rd Place Advertising Education*
*American Advertising Federation*
*2012*

*AAF Club Achievement San Diego, 2nd Place Multicultural & Diversity*
*American Advertising Federation*
*2012*

*OMMA Award for Online Advertising*
*Category: Viral Campaigns for the "Design a Coach Tote" campaign*
*2010*

*Customer Award in Marketing Optimization*
*Gartner and 1to1 Media*
*2009*

*AAF Club Achievement San Diego, 3rd Place Communications*
*American Advertising Federation*
*2009*

*AAF Club Achievement San Diego, 1st Place Communications*
*American Advertising Federation*
*2008*

*Forrester Award for Social Impact*
*Category: Social Impact for the "Design Your Portion of the Border Fence" campaign*
*Forrester*
*2007*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | Andrew Eklund | Key Personnel: (Yes/No) | Yes |
|---|---|---|---|
| Individual's Title: | Ciceron, Inc., Founder & CEO | | |
| # of Years in Classification: | 25 | # of Years with Firm: | 19 |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*It was 1995. Ciceron was born over drinks and dinner at an Italian bistro in San Francisco.*

*The Web was a wee little bit back then. Perhaps even cute. A nice buddy to have on the side. Printing companies were giving away websites like McDonald's upsells fries.*

*Fast forward to 2014. The firm Andrew Eklund founded that day is now an industry veteran, having stuck to its guns that the web – and now brand advocacy – is the most significant "game-changing" business influence of the past half-century. Entire markets have emerged as a result of disintermediation and disruption of traditional customer relationships and business models. Simply stated, those companies who are nimble, open, and adaptive win. And those companies are Ciceron's clients. Clients include Delta Vacations, Vonage, Capella University, Travel Nevada, Meet Minneapolis, Radisson Blu Hotels, Carlson Rezidor, MakeMusic, CHS, FeedingAmerica, The Home Depot, Andersen Windows, and a large number of clients in the professional travel and real estate verticals.*

*Andrew has been instrumental in helping companies make sound business and economic decisions out of the fluidity of the Internet. He has helped companies make the fundamental organizational change necessary to thrive in a socially-networked world. His counsel is rooted in metrics and accountability with a keen eye on changing consumer behaviors and buying habits.*

*Andrew is a frequent speaker and moderator at national and international conferences, including the E-Tourism Summit, MarketingSherpa, MIMA Summit, and other influential organizations.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*As Ciceron's CEO, Andrew has led the firm to becoming one of the leading travel and tourism digital shops in the country. Most recent clients include:*

- *Nevada Commission on Tourism – 2008–2010 – Digital marketing agency of record; ROI modeling*
- *MeetMinneapolis – 2001–2009 – Digital marketing agency of record; web design; social media*

- *MLT Vacations (Atlanta) – 2007–Present – Digital agency of record; social business training*
- *Delta Vacations (Atlanta) – 2007–Present – Digital agency of record*
- *Carlson Rezidor (Minneapolis HQ; global) – 2011–Present – Online newsroom design and development; digital marketing*
- *Launch of Radisson Blu North America (Chicago) – 2012 – Digital launch; Influencer engagement and event planning; digital ROI; social media influence and management.*
- *Monterey CVB (California) – 2008–2010 – SEO/PPC program design and management*
- *Minnesota Twins – 2012–Present – Social business training and ROI design*
- *Barrick Gaming Corporation (Las Vegas) – 2008 – Web strategy and design*
- *Continental Vacations & United Vacations merged with MLT Vacations in 2013*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*St. Olaf College, Northfield, MN – BA - Political Science/Music – 1990*
*American University, Washington, DC – Graduate work - Peace and Conflict Resolution –1989*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

- *Two year consecutive winner of Best Places to Work, Business Journal, 2013, 2014*
- *Selected as one of "200 Minnesotans You Should Know" by Twin Cities Business Monthly, December 2011*
- *Selected as a "40 Under 40 Business Leaders to Watch" by the Business Journal, Minneapolis, 2007*
- *Founder, Social Media in the Arts Working Group (SMAWG), 2009*
- *Writer, "Your Voices," StarTribune.com, 2010*
- *Frequent Speaker and Lecturer:*
  - *Governor's Conference on Tourism (Nevada Office of Tourism; Las Vegas)*
  - *Explore Minnesota Annual Conference, Keynote*
  - *Western Assoc of CVBs, Keynote (Seattle)*
  - *National Association of Magazine Publishers, keynote, 2014*
  - *E-Tourism Summit (New York, San Francisco)*
  - *Public Radio International Annual Conference, Keynote (San Francisco)*
  - *MarketingSherpa Email Summit, Session Panelist (Miami)*
  - *3M International Marketing Forum, September 2013*
  - *Minnesota Business Marketing Association May 2013 Event*
  - *MiMA Summit, Session Panelist*
  - *Minnesota Business Marketer's Association, May 2013 event*



## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| | |
|---|---|
| **Company Name Submitting Proposal:** | *The Glenn Group* |

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| | | | |
|---|---|---|---|
| **Contractor:** | | **Subcontractor:** | *X* |

*The following information requested pertains to the individual being proposed for this project.*

| | | | |
|---|---|---|---|
| **Name:** | *Kraig Larson* | **Key Personnel: (Yes/No)** | *Yes* |
| **Individual's Title:** | *Ciceron, Inc., Founder and Chief Creative Officer* | | |
| **# of Years in Classification:** | *22* | **# of Years with Firm:** | *18* |

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**
*Information should include a brief summary of the proposed individual's professional experience.*

*Kraig is one of the founders of Ciceron, and as Chief Creative Officer for the last 18 years, he is responsible for the design and development output of the firm. Kraig is a rare and special breed of creative who is equally at home with visual design, as he is with the programming and technology needed to make his vision sing. At the same time, he's a relentless advocate for putting people and customers first. This convergence of interests and expertise makes him an ideal translator, communicator and strategist.*

**RELEVANT TOURISM INDUSTRY EXPERIENCE**
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*In the past 20 years, Kraig has consulted on the marketing strategy, website UI, and campaign design for many companies and organizations. Travel-related experience includes Meet Minneapolis, Nevada Commission on Tourism, Carlson Rezidor Hotel Group, Radisson Hotels, and Delta Vacations.*

**EDUCATION**
*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*BA in International Politics, Human Rights Studies and Conflict Resolution, University of Minnesota, 1993*

**AWARDS (Won by the individual)**
*Information required should include: Award, organization giving the award and date received.*

*Ciceron has traditionally not applied for digital industry awards as our focus has been solely on client results, and it's been our experience that the vast majority of digital award programs do not take actual business results into account.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | The Glenn Group |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | X |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | Dawn Hepper | Key Personnel: (Yes/No) | Yes |
|---|---|---|---|
| Individual's Title: | Ciceron, Inc., VP/Strategy | | |
| # of Years in Classification: | 15 | # of Years with Firm: | 6 |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

*Dawn has over 15 years' experience in the travel and tourism industry. Prior to joining Ciceron, she led online product development and interactive marketing for Carlson Hotels Worldwide, now Carlson Rezidor Hotel Group. Dawn is an advocate of the customer experience, and has championed award-winning website redesigns with complex, proprietary booking engines and custom-built applications. Most importantly, Dawn works with brands to define key interactions that lead to delighted customers who willingly share their experiences with family and friends, creating the foundations of brand advocacy.*

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

*Carlson Hotels Worldwide:*
*Internet Coordinator: 1998-2000*
*Product Manager, Radisson.com: 2000-2004*
*Director, Online User Experience: 2004-2006*
*Sr. Director, Channel Marketing: 2006-2008*

*Ciceron Inc.:*
*Nevada Commission on Tourism*
*Sr. Marketing Consultant, 2008-2009*
*Digital strategy, marketing and campaign planning, ROI models, reporting and insights*

*Meet Minneapolis*
*Sr. Marketing Consultant, 2008-2010*
*Digital strategy and consulting, paid media, reporting and insights*

*Carlson Hotels Worldwide*
*Director, Client Services, 2011-2012*
*Influencer and social engagement strategy, planning and execution*

*CSM Hospitality*
*VP of Strategy, 2012*
*Digital strategy and persona development*



*Delta Vacations*
*VP of Strategy, 2008-2014*
*Digital and social strategy, marketing and campaign planning and consulting, paid media oversight, influencer identification and outreach, ROI modeling, reporting and insights*

### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

*University of ND, Grand Forks, ND*
*B.A. Communications/Public Relations, minor in Political Science*
*May 1997*

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

*Ciceron has traditionally not applied for digital industry awards as our focus has been solely on client results, and it's been our experience that the vast majority of digital award programs do not take actual business results into account.*

## PROPOSED STAFF RESUME FOR RFP 2081

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

| Company Name Submitting Proposal: | *The Glenn Group* |
|---|---|

*Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.*

| Contractor: | | Subcontractor: | *X* |
|---|---|---|---|

*The following information requested pertains to the individual being proposed for this project.*

| Name: | *Amber Verhulst* | Key Personnel: (Yes/No) | *Yes* |
|---|---|---|---|
| Individual's Title: | *Ciceron, Inc., Digital Insights & Optimization Specialist* | | |
| # of Years in Classification: | *7* | # of Years with Firm: | *7* |

### BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

*Information should include a brief summary of the proposed individual's professional experience.*

***Amber has been with Ciceron for seven years, and has an array of knowledge across all aspects of digital marketing. She started as a marketing assistant, establishing search engine marketing campaigns and executing search engine optimization for Ciceron clients. Today, Amber has a keen focus on how to extract results and value from each program Ciceron runs. As a Google AdWords certified partner, Amber has a proven track record on improving the performance for Ciceron clients in their search engine marketing efforts. Additionally, Amber conducts data analysis to extract valuable insights and provide optimization recommendations to Ciceron clients.***

### RELEVANT TOURISM INDUSTRY EXPERIENCE

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

***Meet Minneapolis (Minneapolis, MN) – 2007-2009; Marketing Specialist; search engine optimization execution, search engine marketing management, website analytics, digital marketing research.***

***Delta Vacations (Atlanta, GA) – 2007-Present; Digital Insights & Optimization Specialist; digital strategy, search engine optimization execution, search engine marketing program management, website analytics and insights.***

***Monterey County Convention and Visitors Bureau (Monterey, CA) – 2008-2010; Marketing Specialist; search engine optimization, search engine marketing program management.***

***Radisson Blu Aqua (Chicago, IL) – 2012; Digital Insights & Optimization Specialist; digital strategy and launch, influencer engagement, event planning and execution, social media management, digital analytics and insights.***

***Roseville Visitors Association (Roseville, MN) – 2014-Present; Digital Insights & Optimization Specialist; search engine optimization execution, search engine marketing consulting, website analytics and insights.***



### EDUCATION

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

***Concordia College, Moorhead, MN – BA – Marketing/Sociology – 2007***

### AWARDS (Won by the individual)

*Information required should include: Award, organization giving the award and date received.*

***Ciceron has traditionally not applied for digital industry awards as our focus has been solely on client results, and it's been our experience that the vast majority of digital award programs do not take actual business results into account.***