

MINUTES of the NEVADA COMMISSION ON TOURISM
MARKETING MEETING
August 2, 2017

The Nevada Commission on Tourism Marketing Committee held a Commission meeting at 9:00 a.m. on August 2, 2017 at 401 N. Carson St. Carson City, NV 89701.

Call to Order

Lt. Governor Hutchison, Chair, called the meeting to order at 8:59 a.m.

Commissioners Present:

Lieutenant Governor Mark A. Hutchison, Chair
Don Newman
John Wagnon
Jennifer Cunningham

Commissioners who are absent/excused:

Cathy Tull

Staff present:

Claudia Vecchio, Director
Sarah Bradley, DAG
Teri Laursen, Director Sales and Industry Partners
Bethany Drysdale, Chief Communications Officer

Guests:

Carissa Richardson, Fahlgren Mortine
Kristen Jones, Fahlgren Mortine
Marty McDonald, Fahlgren Mortine
Mark Westman, Fahlgren Mortine

Roll Call and Determination of Quorum

HUTCHISON: Lieutenant Governor here in Las Vegas. Well, Claudia, tell us when you're ready to go and we will call the meeting to order.

VECCHIO: Thank you, Lieutenant Governor. Claudia Vecchio for the record. I will call roll of our Marketing Committee. Lieutenant Governor Hutchison?

HUTCHISON: I'm here.

VECCHIO: Commissioner John Wagnon?

WAGNON: Here.

VECCHIO: Commissioner Don Newman?

NEWMAN: I'm here by telephone.

VECCHIO: Cathy Tull is on vacation, so she is absent, excused. At our last Commission Meeting, the Commissioners approved having Jennifer Cunningham serve as part of this Marketing Committee Meeting. Jennifer Cunningham is here with us and we're thrilled to have her.

NEWMAN: Welcome back, Jennifer.

CUNNINGHAM: Thank you, Don.

VECCHIO: That concludes the Roll. The Agenda was posted according to Open Meeting Laws last week, so we should be all set on that front.

HUTCHISON: Great. We have a quorum from that. Jennifer, we happy to have you working with us and we couldn't have picked a better person. It's great to have you back in the saddle with us.

CUNNINGHAM: My pleasure.

Public Comment

HUTCHISON: Well, let's continue on to Agenda Item B, Public Comment. Are there any members of the public in Carson City who would like to make a public comment and to address the Commission at this time?

VECCHIO: There doesn't seem to be any in the north.

HUTCHISON: Okay. There is nobody here in Las Vegas either coming forward for public comment, so we will move on from Agenda Item B and we will move on to Agenda Item C for Approval of the Minutes. Have all of the Commissioners had an opportunity to take a look at the minutes, and are there any changes, or additions, or corrections, to the minutes that you would like to offer at this time? Commissioner Wagnon?

Approval of Minutes

WAGNON: Yeah. I just move to approve the minutes of the February 8th, 2017 Marketing Committee Meeting as submitted.

HUTCHISON: Thank you very much. Is there a second?

NEWMAN: Commissioner Newman. I would second the motion.

HUTCHISON: Thank you. The motion is seconded. Discussion on the motion? Hearing none, those in favor, signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. That motion carries. Let the record reflect that Ms. Cunningham was not at our last meeting and did not vote.

Overview of Always On Campaign Concept

HUTCHISON: All right. Let's move on to Agenda Item D, Overview of Always on Campaign Concept. Ms. Vecchio I will let you introduce this for us.

VECCHIO: Thank you, Lieutenant Governor. Claudia Vecchio for the record. We have had the great pleasure of having the Fahlgren team here for the past couple of days. We have been working with Fahlgren for many years, and it's so exciting to see the evolution of that team and our team and how they're working together. We will provide you with the information you need for the Always on Campaign. We are excited about being able to go from a two-time seasonal campaign per year, to a more ongoing marketing effort incorporating, to a greater extent, digital and social media, and other paid components which they will go through with you. But, in these conversations I've had with the team in the past couple of days, I have just been astounded at how they have taken these ideas and created this whole 360-integrated effort. I am excited to have them show this to you. We have always known that these were passionate, smart marketers, both the Fahlgren team and our team, but, boy, I think we have come to a completely new level with what we're doing with content, in digital, and the social piece of this.

I just couldn't be more excited to have you all see this and hear your input as we roll out this more year-round effort with these various social and digital components. This is really when we as marketers get incredibly excited about

how this is all evolving and look forward to your input on all of that. The Fahlgren team is going to run us through a PowerPoint presentation that they have, and I will talk a little bit about how we got where we are, and the vision for the Always On campaign. It's a pretty comprehensive PowerPoint.

Then we will go back and break it down in pieces based on the agenda items here. Marty McDonald of Fahlgren will start this, and then she will introduce her team as they go through the presentation.

MCDONALD: Good Morning. Marty McDonald. It's like a little gymnastics here, trying to figure out the right way to stand. Can everyone see us?

All right. Thanks. Well, good morning again. It's always great to be back with you. I feel like I get to always do the part that is kind of the continuity of how far we have come since we last met, making sure that we're making good on promises we made when we first talked to you about this account and this program. We're excited to give you an overview. If you could switch the slide, we will take you through a PowerPoint.

We do have a brief, orchestrated presentation. As it relates to the agenda, before we get into this, because of the 360 nature of this program and campaign, that Claudia eluded to, I want to affirm that it's okay for us to go through the whole program for you. We do have several items that are for possible action, but if it's okay, can we paint a picture of the entire program then go back and revisit those items that we need action upon? Is that all right?

HUTCHISON: Sounds great.

MCDONALD: Excellent. Okay. So, for the agenda, first we will take a quick look back at the program, where we're from and look at the paid media performance. We are at a point where we are now shifting into the, Always-on. As Claudia mentioned, we're moving from the two major swells in campaign and looking more at that Always-on sustained campaign.

We need to drill specifically into paid media, and we will show you what that will look like and also do the look back to establish and try to remind you where we have been. If we take a look at '17, and then we will move forward to the Always-On for '18. We want to make sure that we are transparent in talking to you about in line improvements and where we are with the campaign. We will give you some updates on the campaign, what we're performing and where we are going moving forward, broadcast storyboards, specifically. And then the exciting new project we have, the 360-virtual reality project. We're very excited

about it. It is designed with that 360 view in mind, so it will be something that will benefit us from a sales perspective, from a marketing perspective, a public relations perspective. Talk about the update to the video series. Will show you again some more work in the video realm, and then we will end with just a quick note on the integration and how it extends into the earned media and PR. So, with that, I would like to for Chris Richardson my colleague, to come up and walk you through the paid media.

RICHARDSON:

Thank you. This is Chris Richardson for the record. I just want to [Inaudible] and kind of give you an idea of the great performance we saw with last year's campaign, because obviously that is going to play into what we look at for this upcoming year and build off those successes. Just some broad numbers just to give you just a general idea of how much we delivered in those raw numbers this past year. The paid Media Campaign delivered over 83.5 almost 83.6M impressions, 300K clicks on our banner ads, we have over 720K interactions with our rich media unit, which I will show you in a little bit and explain a little more about what interaction is with those. Video completions of our pre-roll video across the web was 4.5 almost 4.6M people who viewed the entire video. Site sessions, 122K. And full-completions of about 2,400. So, that's the bulk numbers of how we did, so we will get a little more into the details now.

When we look at benchmarks, we over exceeded all of our benchmarks by quite a bit. This was mostly due to adding a couple of new partners this year, and we also added some new interactive rich media that we will show you, and we also did some interactive mobile, that you swipe and there is videos. That really increased a lot of our benchmarks overall. This looking year-over-year, when we compare to the highest point we were last year, so we continue to improve year over year.

As you can see with click thru rate, we were 200 percent over site sessions, which is driving people directly to TravelNevada, we were up 53 percent year-over-year. Goal completion, which I spoke about earlier, includes things like visitor form submissions, e-guide views and downloads, e-newsletter signups, people who are trip planning on the site, and partner referrals. All of those—when those actions are complete on the website, it triggers as a goal completion in our records.

The only thing that wasn't up as much, it was still up but not as much was, the video completion rate. That was just due to the fact that we're running the same video this year as last year, which is why we are taking a fresh look at that video for next year. Moving on, this is just a breakdown, we went through what the goals are on the site. This year we actually worked with a new partner and I

will say that these are for paid media only. We had quite a few more actions on the site, but from paid media partners specifically.

We did have quite a few e-newsletters signups, more so than we ever had in the past because of the addition of a partner called Travel Spike. They do native content that is sent out through e-newsletters by Budget Travel, a travel network. Those people are already pre-inclined to sign up for e-newsletters. We found that they were much more apt to sign up for ours, which is great. That's definitely a partner that we're really happy with.

Top-performing partners. I will explain to you what some of these partners do, but most clicks came from Kinetic, which is our social partner. They work with us doing our ads on Facebook and Instagram. Kargo is what I spoke about with the interactive rich media on mobile, specifically. I will show you some examples of those ads in a minute.

Those generated the most clicks, which isn't too surprising, social and mobile tend to be high click through rates. Those video links came from Clearstream, which is a partner that allows us to post our video as pre-roll before contextually relevant videos. The person is in the right mindset. They're not just going to play it before a music video, they're going to play it before travel-focused videos, adventure-focused videos. We tend to see more video plays and completions because the person is interested in the content that we are putting in front of them. Sojern who is a really great partner, they actually are able to target the audience based on their search activities. If they go to, let's say, United Airlines, and search for a flight to Nevada or possibly one of our competitor states, they are then cookied and we are able to target them with ads. This is when they don't book. So, then we're able to follow up with them with messages to try to get them to convert. In the next slide, I will show you some really exciting data we got back from them about people who saw our ads and the actions they went on to take.

Again, full-completion, we talked about Travel Spike, site visits Kinetic, social, we had a lot of clicks from them. They also drew a ton of site visits. The average time on site, Weekend Sherpa is an L.A. and San Francisco based newsletter or website that gives, in those areas, weekend activities. We go there and find out what your outdoor adventure should be for that weekend. It's a very relevant partner, and those people are obviously interested in coming to the site and spending a lot of the time.

The last thing then on this slide for—we talked about how we had almost 123K site sessions driven by the paid media this past fiscal year. We also worked with

three different partners, Lonely Planet, Expedia and Trip Advisor, and had specific TravelNevada custom landing pages within those sites. Those sites actually generated a little over 269K additional page views within those sites. I will show you some screen shots of what they look like. You can see really good on site engagement, two-minutes, three-minutes, over a minute. So, people on those sites, sometimes they will want to leave and they're kind of there, so it's a good way for us to stay in front of them without them having to leave.

Next thing I want to quickly touch on Sojern. So, they can actually see the actions of people who see our ads go on to take. We found that actually people who saw the paid media ads, 18K of them went on to book flights to Nevada, but almost a thousand went on to book hotels in Nevada. For vacation packages, 380 of them, and with rental cars, 2,900. That's really exciting information that we can directly attribute back to the ad campaign. We really like that they do provide us that data.

This gives you an idea of what the rich media banner ads would look like. I was talking earlier about these interaction rates, so an interaction would be these different regions. You can hover over and on the right it would populate the description of key things to do in those areas, the activity. The interaction would be anytime someone hovers over it and spend some time there. We can actually see how long people are hovering over it. If there is a certain part of the State that people are more interested in, we can see that they're spending more time hovering over that area. These are not only great for our audience because it engages them because they're interested and it educates them, but it's also great for us because we get a lot of really good data about what people are interested in and what people are looking at.

As far as the content side of the paid media that we did, I will just give you an idea. I was talking about landing pages that we did, the top left one is with Lonely Planet. It was an editorial piece but it has a lot of really big beautiful pictures and people spent quite a bit of time there. The bottom right is the page on Expedia. We had some ads on Expedia that drove to TravelNevada.com, and we also had some ads that were driving to this landing page specifically.

On the bottom left is an example of Travel Spike. That was an editorial piece that ran across the network of the newsletters, but this specific example is Budget Travel. Then, the top right is Weekend Sherpa. So, it's a combination of e-newsletter and a landing page. Then as far as display ads go, you can see on the top the Lonely Planet ad, that was driving to the Lonely Planet landing page. We also worked with Atlas Obscura who develops really good interactive ads.

We really like to try to get the educational piece because these are more dreaming stage audience members, who aren't necessarily going to be ready to click through to TravelNevada's site, so we want to give them as much as we can in a banner ad to get them interested and hopefully get them to click through.

At the bottom, it's actually our Kargo ad, those are mobile apps that are rich media interactive. They can actually click on those. There are hotspots over the State, and then they click it takes them to a magnifying glass and gives them more information. The one in the middle with the brown bar at the top, that has our three different buckets, and when those are swiped over, a video would populate that correlated to that different bucket. Really interactive and it kind of gives the person more information if they're not instantly ready to click through to the site.

Our video we have running; we have a partnership with Travel Channel. I know we talked to you about that previously. It's part of that [Inaudible] video that we have on the Travel Channel. Then we also have, through Clearstream, a video running on connected TVs. We are reaching people on that screen as well. Then with Hulu, we actually have an ad selector, so all three of our videos populated and they got to pick which one they wanted to watch, which also—like I said, it provided us group data along with—it's less intrusive if they feel like they get to choose the ad that they're going to watch.

Then we have our social unit. We did a combination of carousel units where they can flip through all of the photos, get multiple content pieces based on the photo. We also had a photo ad that drove the people to the visitors guide to try to download the visitors guide. We also had a canvas ad, which, I don't know if you have ever been served a canvas ad, but you can swipe up and down, and side to side, there is video within it. It's a really beautiful ad. I don't know if you have an example, but we can pass the phone around if you would like to take a look.

Moving on to fiscal year '18, we want to talk a little bit about our approach moving forward because we'll be moving to the Always On. Basically everything is blurring with the dreaming and planning stages, it's happening all the time now. It's falling less and less within those seasons. It's important for us to be able to speak to people when they're ready to engage with us, which is really anytime during the year. The benefit of really sustaining the conversation through the entire year, we can move them down the funnel. We can also have the whole fiscal year of opportunity to retarget people with customized messages based on where they were going on the site in order to push them

down the funnel and push them into the planning process and eventually booking as well.

Just to give you an idea of how we're going to get there because this is kind of a transition year. Our plan is, the current fiscal year '17 campaign we always placed it through August. That stops running next month and we're actually going to get the fiscal year schedule to do a small bridge campaign where we're working to keep partners like Trip Advisor, Expedia, most of our travel-focused planning partners where we don't want that conversation to die off, and it's really important to be in front of them. We're going to continue with those partners for a two-month bridge campaign until we're ready to pick up with the full-fledged campaign in November, like we typically would. Then, instead of going through August next year, we will end to June, and then that will put us on that fiscal year for the coming years. But, this year it's just going to be a little bit of a transition, but then this will get us moving forward on a fiscal year.

Then, I wanted to just quickly touch the target market as we're getting into the planning, and our approach, and kind of give you guys an idea of what we are looking at for next year. Traditional TV markets of L.A, San Francisco, Phoenix and Salt Lake City. So, this hasn't changed. These are the ones we used last year as well. The only difference is we are moving Las Vegas and Reno to mobile only. The reason for that is because there is a really strategic way we can talk to those people. We know they're here, so let's take advantage of that. They are on their mobile devices, they're already here, we know they're not on a desktop, so let's focus all of our effort into mobile and really getting them to explore. Even going so far as to create a separate creative message to target just in-state, to really drive people to go out and explore and do more things within the State while they're here.

Then, the digital display, mobile-digital video, we're going to obviously include the above TV markets, we are also going to add in Boise, Dallas, Portland, Sacramento, and San Diego—which there is no change there, that is the same as last year as well. Really the main change is kind of shifting our strategy with Las Vegas and Reno to make it a little more direct and we're looking at pushing people that we know are here, to get out and explore. That is it for the Always On media. I will turn it back over to Marty.

VECCHIO: Any questions?

RICHARDSON: Yeah. Do you have questions?

MCDONALD: We so appreciate the fact that this marketing committee exists and I think that it gives us a really wonderful opportunity to really go a little deeper, maybe too deep at times, but this is our opportunity to really share in a lot of detail about the paid media approach that we just went through, and I know it's a lot of information. We will pause and just ask if there are questions, or we welcome your insight, observations, and anything you want to discuss at this point.

CUNNINGHAM: I will jump in. First off, the target markets, thank you. That really complements what we're doing in Reno and it reinforces our messaging. We have recently started jumping into the Pacific North West. We're a little bit more on the Seattle, but we could certainly use the help in Portland, and the southern California area has really shown a tremendous response to our initial advertising efforts there. Then, obviously, the Bay Area and Sacramento is great, too—and Boise, we appreciate. We're seeing a nice increase in Boise. We have the air service now, but I think your efforts—via digital advertising, but I think your efforts are really helping drive some business down.

I really appreciate that. Jennifer Cunningham for the record. I just had a question. When you talked about the retargeting, which I loved, you're retargeting competitive states? I'm just curious, what do you consider competitive states? Who are you going—where are you re-targeting from?

RICHARDSON: This is Chris Richardson for the record. It's mostly California, Colorado, Arizona, that might be the three big ones that we have. I feel like we might also do some things around National Parks as well with Trip Advisor. So, if they're searching for National Parks.

CUNNINGHAM: Makes sense.

WAGNON: Hi. John Wagon. You know, the results are fabulous, actually. Those are impressive to see those increases over the benchmark. I think the campaign is incredible, really insightful in delivering content in the right way to the right people. The addition of the interactive rich media and interactive mobile, I think that is also a great, great move. That app on social, that's incredible. Those are cool ads. When we shift from the seasonal to the Always On strategy, is the content going to change? Or is it like one size fits all season long? I mean, the content in winter will be winter content, and the summer will be summer content, et. cetera?

RICHARDSON: There is actually going to be even more opportunity, I think, to customize. Just because we're always going to be there and we're going to constantly be seeing what they're doing, how they're getting on the site, and the media rich banners,

where they're going. I think there is even more opportunity, honestly, to customize. Obviously, seasonally, but also based on interest and what ads are doing better than other ads, and all of that optimization. We have that much data for an entire year it gives us a lot of flexibility to optimize.

MCDONALD:

This is Marty McDonald for the record. I just want to add to that. That is probably the most predominate and most noticeable shift. We were talking about this is our planning yesterday, but there is so much orchestration in what we're able to do now. We have seen some new skill sets emerge in the TravelNevada team and we're really looking deeply at what's performing—we're really reading analytics in a new way on social. Now we're able to get in our planning conversations to say, that data that tells us, in this part of it, they responded more positively to this content piece than that one. We're able to do some testing. It's really exciting. It kind of makes your head spin.

We have had some long, exhausting conversations, but it's a right thing. I think that our journey at Fahlgren Mortine, our first task was really to see it evolve the brand and introduce a new creative treatment and now we're almost stylizing into a more agile marketing, where we're letting data and analytics inform more micro-choices and decisions. I think we're good from a brand overall direction, a place, where now we're making really more informed data-based decisions. It's really exciting progress. It's a little harder to do but it's much more valuable and we're able to tell what is working and adjust accordingly.

VECCHIO:

Claudia Vecchio. If I might just add to that. This is what I think is so exciting about where this team has gotten us, is that this is the paid media side of it, and Chris went through what they've done and they will go through here what they are planning to do, but this whole team is finally becoming a really integrated group.

You will see how the information that is sent out via paid media, and the Facebook ads and these things, is going to marry with the messages that go out via CRM, which they know this is a priority for this year. Then, how we talk about the PR side of it, and how we talk about the social side. Kaitlin is crafting these messages and communicating with people on the social side. This whole idea of customizing it and micro-targeting, and micro-messaging, they really embraced this. I have watched in amazement as this team, Sydney, Devon, Bethany and Brenda are taking us to a place that I could have never imagined before.

CUNNINGHAM:

Oh. Good.

VECCHIO: It's so integrated. They're talking to each other; their messages are right. You know, I hate to be the one that pats us on the back.

CUNNINGHAM: No. You deserve it.

VECCHIO: The team has come to such a great spot. I thank you for that. Anyway, thanks, John, for that question because it allows me to kind of talk about how I think we're really in a good place.

NEWMAN: Claudia, this is Don Newman.

HUTCHISON: Go ahead, Commissioner Newman.

NEWMAN: If I could jump in. I will be more than happy to do the back-patting here because I know Jennifer and John both said, this is so impressive. The paid media higher than the benchmark, those numbers are phenomenal. The fact that the sophistication level of this campaign, and how in-depth and strategic this has evolved into—again, we wasted so much time previously getting to this point, and the timeframe that they worked on this account, this has evolved and it is so impressive. I hate to beat the Boise bandwagon, but I have been spending more time with grandkids in that area and I see these ads constantly in the Boise market. For us, through Certified Folder, our numbers, we distributed over 7,000 brochures in that market, so Boise continues to be a really good feeder market. I still think the golden triangle of the mountain-west sports world with UNLV, UNR, and Boise State, continues to open up a lot of doors for travel throughout Nevada from Idaho.

Again, the benchmark numbers, the paid media, the content, and then the display, the social media evolved is fabulous, the videos are incredible. Sydney and Brenda, content-wise, from this group, this is incredible. I am going to nitpick one little thing only because it's me in Elko, Page 6 on the paid media video, on the screen with ad experience, do you prefer the ads of Northern Nevada Art Scene and JM Capriola Co., is reversed. If you could fix that going forward, that would be a beautiful thing. Congratulations to Marty and your team. Wonderful. This is great.

HUTCHISON: Thank you, Commissioner Newman. Let me ask a couple of questions as well. While I echo the comments of fellow Commissioners and congratulate Fahlgren, Marty and her team on what's going on in the progress we've seen and the results I'm seeing. Asking a specific questions on the Paid Media Highlights slide. To start with, the Sojern ads. It's always fun to see direct results from

marketing efforts. Just educate me on the Sojern ads. In terms of, why do we use that method for a benchmark and how that connects with our marketing efforts? I don't know enough about Sojern ads to understand why it's here and how it leads to the various results we have reflected on this slide.

RICHARDSON: Sure. This is Chris Richardson for the record. Sojern is basically an ad network. They serve over thousands and thousands of sites, but the real benefit to them is the way that they can target. We actually use a few different targeted methods with them. Their proprietary targeting method is to look for people who are going on to car rental sites, hotel sites, airline sites, Home Away, things like that, and searching for places in Nevada, California or states that we label as competitors that we're trying to entice them to come here instead. Once they search and they don't book, they are tagged. If they book then they are not counted, but if they were just looking and don't book, then they are tagged. As they go around on the internet, travelchannel.com, Budget Traveler, USA Today or anywhere else, they would be labeled as somebody that we could serve our ad to. They can serve our ad anywhere across a number of sites. They have been cookied and tagged as somebody who is in market to travel that we want to speak to. That's sort of how they work.

We also use TNS who has a plethora of data about people who have come here and what their preferences are. We actually target them as well. We use the data on the TNS Integrated Marketing Effectiveness Studies. We use their data and ours mixed together, but it's a way to reach a broad audience and get that wide reach, while still being really, really targeted to people we know were already kind of inclined or expressed some sort of interest in traveling.

HUTCHISON: Then because they have been tagged in some way, does our marketing material go to them and that marketing material leads to car or hotel confirmations?

RICHARDSON: Yes. Exactly. If they see our ad, they are then tagged a second time saying they did see our ad. Sojern goes on to monitor what they end up doing. That is what the search is too. If they end up going to search for a flight after they have seen our ad, they would be counted in that number. Then, if they do want to book a flight, they would be counted into that group. But, it's only for using the internet.

HUTCHISON: Okay. Thanks very much. Do we have any other questions from anyone in Carson City, or in Las Vegas who want to talk?

VECCHIO: Lieutenant Governor, this is Claudia. Can I just make one more comment? In our August 16th Commission Meeting, we are going to start talking about

strategic planning for the upcoming year. This whole idea of how we're measuring our programming, will be a key topic of that discussion. We are now able to, through Sojern, and we're going to be incorporating other groups like Arivalist or Adara, these other ones really take this all the way through the person coming into the State.

No longer are we reliant on these somewhat nebulous numbers that come out of our IME study, the Marketing Effectiveness Study, but we are actually able to track our ads to that person in a very technically scary way. They can track when you got on a plane, when you got in your car, they know that you stopped here, there and there, and you did this while you were in Nevada. You are being tracked, your every movement, which is scary but that then helps us to really take this down to the very, most granular way.

As we look as a Commission, at how we measure the success of this organization, more than ever we are able to take that all the way through the booking funnel, to the experience funnel. We can then determine through our other kinds of research, people's level of satisfaction with the experience. I mean, we are now at a level where we can really understand these travelers like we've never been able to before. The measuring of our success and the metrics that the Commission will discuss, is a completely different game than it used to be. These guys are taking advantage of this and as we get these other groups onboard, it's an even more exciting way for us to track real success of these campaigns.

HUTCHISON: Well, that's is something that is always demanded from people who are funding our efforts. They want to know what the results are and have concrete numbers, and what are the consequences. And it's exciting that we can track it this way and there's nothing technically scary about it, it is flat out scary. All right. So, we're going to—

WAGNON: One more comment, Governor. I share Claudia's enthusiasm for the way that this is coming together. This is very impressive the way the team has integrated, and the integrated campaign strategy, et. cetera. We have an incredible brand message that we've been working on for a few years and it's becoming more and more genuine and authentic, tangible, and real. We definitely have the brand right. The message is right. The campaign is obviously delivering across the board.

I hope that we also have a strategy in place with this, with the right team and resources and budget, to provide the kind of content that a campaign like this requires because it is content-driven and the brand is very content-driven. We

need to be turning out relevant, powerful, insightful content straight on through. I'm sure we are.

VECCHIO: This is Claudia. If I could just comment on that. We could always use more financial resources, there is no question, we could always use more budget. I can tell you that this team with Sydney, Devon, and Kaitlin on social, Susan as the Art Director, and being led by Bethany and Brenda, Marty's team with Fahlgren, I have never seen a scrappier, smarter, more creative group of people ever. The State of Nevada is really, really lucky to have them working on its behalf. We could always use more resources but I think, and I hope as you see this evolve, you will feel that same level of confidence in this incredible group of people that put together this content for us.

HUTCHISON: We have scrappy marketing people?

VECCHIO: We do. Scrappy.

MCDONALD: Thank you. This is Marty McDonald for the record. If I may, I know Lieutenant Governor that you just asked where we are in the section, but wait, there's more. Again, getting back to Mr. Wagnon's comment and question, the Kinetic section is really about the creative and expression side, you know? Any good campaign is really head and heart. We've gotten you through the brain part, and the targeting, and the paid, and strategy, but we need to talk a little bit more about the evolution of the creative and expression side, the heart side. So, if there are no further comments, questions at this stage, we will keep going if you would like?

HUTCHISON: Please.

MCDONALD: Okay. So, going to the next slide. Thank you very much. You seen this from us before, this is how we anchor our thinking, our planning, our creative, about everything we do. Talking about, again, with Always On and as we're entering this new phase, we're focusing on another shift. On this spectrum, if we move through the journey stages if you will, what consumers go from when they plan and make decisions for travel. They start as dreamers, they move into planners and then they become active shoppers to make their decisions.

We have got to speak to them in all phases of the spectrum. The biggest shift now that you're going to see go forward, and we will talk about how that extends into content and creative, is this shift from dreamers to planners. So, what that means for us, when we deliver messages, what we are asking them to do is not just turn your head and notice us and drive awareness, we actually

want you to take action. You will see a lot of hard-working ideas, to strategies, calls to action that are shifting a bit to a specific action we want you to take.

We talk a lot about how to reach people in the right mindset, in the right markets, and all of those things, we kind of walk you through and you will see more of that as we get to our next meeting when we come back together to talk about the media recommendations for fiscal 18. But, we really wanted to talk about how that transitions into creative. I would like also to remind you of where we have been. So, in '15 when we came on the scene, our story was really about this introduction to this new brand message, "Don't Fence Me In", elevating that and drawing it out to the forefront, introducing a new idea into the campaign, turning the "Don't Fence Me In" into a mantra, a rally cry. Introducing in fiscal '16, introducing these characters to embody the DFMI spirit. We are inviting people to come here to Nevada, and go home with more stories than souvenirs.

A quick aside, we're here for the business and to drive results, but I have to tell a very quick story about what we put into the creative side of what we do. There is always something beautiful that happens when we come to Nevada. The story that happened at Comma Coffee. We were there waiting for our cappuccinos and we were just standing there chatting and there was a woman there who was very loudly talking about all the things happening in the world that bothered her. She was talking about politics, all the things that you're not allowed to talk about to strangers, and talking to anyone who would listen.

Everyone in the coffee shop sort of turned a shoulder to her and didn't quite know what to do. A couple of ladies got up and left the café and we were still a little unsure too, what should we do in this moment? It was clear there was a local Nevadan about 20-years old sitting at the bar and saw this all happening, and saw people turning away from her, he gathered his things and he went and sat down and listened to what she had to say.

It was just a really neat thing to watch. Those are the kinds of stories that we like to sprinkle into our campaign and the kind of characters we like to bring out. We will show you again how we are extending this character-driven, character in front, what that means to the visitor, and how that, again, sprinkles out into content we produce.

Fiscal '16, was about introducing the characters. Fiscal '17 was adding more authenticity in the very beginning we had some time restraints, so we did more of an authentic, a real Nevadan, character theme but we wanted real stories. We wanted people whose stories weren't necessarily serving a role, within the

campaign, but we just being Nevadans. We made some changes and shifts in how we told the story. Now, in fiscal '18, we're building equity in those characters.

We have some choices to make. Do we extend the cast and have 35 main characters that we pull to the front? We could do that, but we need a different content approach. So rather than do that, we're going to amplify and build equity in a limited set of the characters that we have. I am going to ask Mark Westman to come up and show you rather than tell you what that looks like.

Insider's Look Character Campaign

WESTMAN: Thank you. This is Mark Westman for the record. For us, this is one of the exciting points of the campaign developing because the last meeting, we talked a little bit more about the theory of it, what we were diving into, and now we're getting further in connecting those dots.

When we talk about what's that means to build equity, there are two points that we would like to talk about. One, is deeping the relevance in how that character story comes to life, so that it's not just a piece of content in one place on one website, in one social, one awareness driver. But if we develop a character story we want to have the right level of ways to engage that consumer from awareness all the way through planning. If they're teased by one thing, they're able to follow and pick up that story and go a little deeper, and then have it bump into other things that might deepen your interest in Nevada.

That's the best way to move closer from just dreaming to planning. One of the tricks in content marketing, too, is finding that right level of feeding both sides and making sure you have enough things out there to broadcast and bring people into it, add relevant content to interest them and share back out to continue that relationship and conversation.

Whether those items live in static print or digital display, being somewhat intentional about the screen blank that you could even say that that screen should just be a play button. The screen is as much a phone as it is a computer, and that might be served a video, a broadcast spot, maybe something like the Kinetic app that we talked about which is a relatively new media that didn't exist a year ago so it's also in content marketing. Things that we might have done two-years ago have been updated. There is a constant learning process.

Here is a snap shot of some of the characters we put together. The second thing is we have an initial round of production, and ads that are coming to life,

or coming to launch with a little bit of limited exposure. We have an initial stable of characters and our second portion of building equity is to round out that body of characters to make sure that we're including all of the experiences from north to south, and diversity of things that you can do in the State.

We have been working very closely with the very passionate and talented team at TravelNevada. We give recommendations on what those stories are, how to promote them, and bring them to life. I will run you through a few of the ones started as static print ads. David Low tells us where the road ends, Nevada begins. A little bit of talking about going off the trail, is where he really finds the real Nevada and leading us to a call to action to let his story inspire yours. Let my story be the beginning of yours, go to travelnevada.com where we can then find a deeper dive video on David Low and we can find other experiences.

Aurel Baker, the wilderness athlete and enthusiast. We took her out to the Ruby Mountains and had a great time capturing the video of her doing what she is best at, which is some back-country skiing. She's telling us about the Rubies. The Rubies are everything she loves in one super rad experience which gives us a connection to what she loves about the mountains, the connection to her father who was one of the first people to heli-ski that mountain range. There is also a video about her, which will connect the dots.

Eric Burke is an international renowned mural artist. We had the opportunity to capture him in Reno with one of his pieces, and the statement that, I make art in a State that is living art. His passion for painting in the public eye and creating that imagery that allows him dialogue and a connection to the places that make Nevada so unique and special. Again, also allowing us to use it as a prompt to begin our story of interest in Nevada.

Simple display things that are still a little bit of a work in progress, but looking to start to populate paid media. Not only with basic display, but we will also start to expand into the much more immersive units and native content that we looked at with other recent results. We're looking forward to seeing how those evolve and perform. Then, also looking to update the broadcast from what we currently have, and keeping it in the voice of this campaign and leveraging characters and authenticity of voice.

Broadcast Storyboard

WESTMAN: The storyboard we are putting in front of you is proposed to use a cowboy poet. We portrayed Waddie Mitchell as a potential character for this, and he would do what he is great at and give us a slice of Nevada through his medium. Then

stylistically, as we portray him on the stage performing, we would also overlay and project over the top of him, quite a bit of imagery and scenery of other character experiences we have used. I think this also gives way to answer the question, what is one of our strategies for continuing to leverage content and build it out, be scrappy. A good portion of the imagery that we're showing has already been shot in previous productions, and in productions we just finished. We keep an eye on things where we never say, let's just shoot more, and more, and more, if we've already covered that, we're very purposeful. If we have done several productions around the state and have great imagery that will work, this is just a way to reuse all of that.

What's the best way to bring this character to life? It will be two things for us. At a risk of making everyone's ears bleed, I can read the copy for you. We proposed a starting copy for this and I think also engaging artists like this, we ask for their own interpretation and it works. So, take it with a grain of sand dust. Mornin' all you wanderers, those who long to break free, the road has got a story to be told by you and me. When the sagebrush comes a bloomin' in the gorge - a desert sea, I'll find you curiously wanderin, floatin' careless, wild... free. High or low - it matters not - the time, of night or day. Here, the stranger finds a welcome, just as long as they should stay. The open road is beckoning, come ride into the wind, if you listen closely you can hear "Don't fence me in."

The last scene of that is meant to bring up the SUPER to let my story be the beginning of yours, but also to add a bit of authenticity and surprise in the spot. The feeling that all throughout, we see him on stage with projected imagery of Nevada, at this point we would like the backdrop that captures his projection to drop, the projector go off, and reveal that he is in a Nevada landscape, he's there for real and not on a stage. It allows us to introduce the current "Don't Fence Me In" song to keep it connected to previous campaign elements, but updated in a way that that is relevant for many of the character stories that we're telling currently.

Think about how the consumer is interacting with character stories. I'm showing you a bit of static things, things that can inspire some digital ads, there will be social ads that will go hand-in-hand with that. There are also some character videos that the team at TravelNevada has spent a lot of time and energy to put together. We have a salvo of those, four in total to show you, to look at some of the current stories that are out there. The first one connects to Aurel Baker who we saw in some of the previous ads, and part of our focus is to make sure that we can tell these stories top to bottom, and in our next production, look to round that out and capture the same type of asset. I will take a pause and let

these four videos play for you and let speak for themselves. There are technical difficulties with the sound.

VECCHIO: There is no sound. So, let's just bag that idea. We'll send them out to you.

NEWMAN: Are we paused for technical difficulties?

VECCHIO: Don, this is Claudia. Yes. We are not going to show those videos because we don't have sound, but we will send those videos to you.

NEWMAN: Okay.

VECCHIO: But we're going to pause before we move forward because we have a couple of action items based on the information that they just shared that we want the Committee to vote on.

NEWMAN: Okay. Can I make a quick comment?

VECCHIO: Of course.

NEWMAN: I feel that these characters, the character campaign, really is a great cross section. Recreation with Park Ranger David Low, we're capturing the hiking, biking, trail aspect of the State. With our skier, we're covering a large portion of winter recreation from her experience and capabilities. I think we're getting that. Then, the art scene throughout and across Nevada, is becoming very big. I think that these three elements combined, really position us well. Hats off to everybody that is involved with this because I think we're heading in the right direction. So, well done. One quick question, I didn't hear, did Waddie draft this poem or was this staff that come up with it for that?

WESTMAN: This is Mark Westman for the record. It's a little bit of a mix of some vintage poems that we found and some copy writing massaging at the Agency. We want to structure that for how to tell that medium in 30-seconds is an inspiration for Waddie working on a script to start with, but it was not from Waddie himself nor a cowboy poet.

VECCHIO: This is Claudia. If I might just add, this is just an idea concept of how this broadcast would run. We haven't reached out to Waddie.

HUTCHISON: What is the action item you're looking at us considering? Can you identify what action item you are talking about, Claudia?

- VECCHIO: Yes. If we go back to the action item, letter D, for possible action, the Overview of the “Always On” Campaign Concept. I just wanted to get from this group your approval of this concept. This is a little bit of change from the previous seasonal-based campaigns. I want to be sure that you all felt comfortable in moving forward with this Always-On concept that will shape our strategic planning. I want to be sure that this group approves that direction first of all.
- HUTCHISON: All right. You want a motion and a vote on this, is that what you said?
- VECCHIO: Yeah. That's what I am saying.
- CUNNINGHAM: I move that we move forward with the “Always On” Campaign Concept. I love that you're able to stretch it out over a longer period of time.
- WAGNON: Second.
- HUTCHISON: Claudia, are you just asking for the general approval of the “Always On” campaign concept, and that's enough for you today?
- VECCHIO: That's correct. It does shift the way we allocate dollars for our marketing campaign, so having the Marketing Committee agree that is the right way to go, helps us to understand how to best allocate those funds.
- HUTCHISON: Okay. We've got a motion to approve the “Always On” Campaign by Commissioner Cunningham. Commissioner Wagon has seconded that. Is there any discussion on the motion? Those in favor, signify by saying aye.
- GROUP: Aye.
- HUTCHISON: Any opposed, nay. That motion passes unanimously. Is there any other action on this Agenda Item, and we are ready to move on to Agenda Item E, or are there any other items on Agenda Item D?
- VECCHIO: Now, I think we have gone through the information for Agenda Item F, so if we could...
- HUTCHISON: Are we finished with Agenda Item D?
- VECCHIO: Yeah. We have done the “Always On” agenda item D and have approved that. There is no action on the Character Campaign, but there is possible action on the broadcast storyboard. Again, this is a concept, and I know you just looked at

it, but we just want to know from the Marketing Committee, if you think this Storyboard Concept is one that you want the team to continue to develop?

HUTCHISON: The storyboard concept is what we just looked at?

VECCHIO: That's exactly right. That's the one with the concept that has Waddie Mitchell as the poet, and the scenes behind, and what Mark went through with that storyboard.

HUTCHISON: Okay. I understand. So, Agenda Item D was really the Character Campaign that we discussed.

VECCHIO: Yes.

HUTCHISON: And then we discussed—also included on Agenda Item E, we voted on that. We're now on to Agenda Item F, Broadcast Storyboard. That's what we just saw with the campaign, broadcast slides with our cowboy poet, Waddie Mitchell. Is that correct?

VECCHIO: That is correct.

HUTCHISON: And the action item you would like is the same thing, approval of the storyboard concepts. The Chair will accept a motion to approve the storyboard concept with TV spots as identified and presented to us in this meeting today. Is there a motion?

WAGNON: I have a little discussion on that. I love the campaign. I like the concept; it stays with the character campaign. You know, it has a little bit of a cowboy feel to it, which is fine. To me, it potentially starts to move in a direction similar to other states like Wyoming and Montana, who also play off of that same sort of character, the western cowboy sort of feel to it, to some degree. You know, I think it's ownable and I think the fact that we have the content to back it up and the visuals to back it up, it certainly is ownable, but—that's not necessarily a concern as it is just a comment.

The other comment. The “Don't Fence Me In”, tagline and the music, or whatever version of that music, I think is critical to the continuity of the campaign. Also continuing to build on this wide-open and free place that is Nevada, more the emotional mindset that Nevada is. I felt like it definitely is integrated in the second version where it actually ends with the music, and the first version that was up there, it didn't show that.

WESTMAN: For clarity, everything I showed is all one continuous [crosstalk] commercial. So, that are just the frames that—

WAGNON: Okay.

WESTMAN: Also thinking, there was poor housekeeping in front of you, there was, an absence of a “Don’t Fence Me In” logo, versus what's on the screen.

WAGNON: Yeah. I noticed.

WESTMAN: This is Mark Westman for the record.

WAGNON: Okay. Got it. Perfect. Thanks. I would actually move that we keep moving forward with the storyboard that you have presented.

HUTCHISON: I have a motion for approval of the storyboard concept, as it has been presented to us in our materials today. Is there a second?

NEWMAN: Yes. Commissioner Newman for the record. Second.

HUTCHISON: Okay. Commissioner Newman, for the record. Thank you. Discussion on this motion? I think Commissioner Wagnon brings up a good point. I would be interested in terms of commentary or thought about it, what's our target audience, and does our target audience relate to a cowboy poet? You know, we're shown a lot of millennial things, high adventure travel, adventure tourism and that stuff, does that merge with the cowboy theme? I don't know the answer to that. I don't know. I would be interested to know the demographics of the people who show up to listen to cowboy poetry as opposed to people who go do adventure skiing and mountain biking. Is that a congruous message?

NEWMAN: This is Don Newman. If we look back at the southern Nevada history of Helldorado and Las Vegas in the early days, as we move forward throughout rural Nevada, and the fact that we're capturing our entire State here, it's not just skiing, it's not just mountain biking. I mean, we've got a whole range of elements here. So, is Waddie becoming the voice of Sam Elliot, is he becoming the voice of Tim Allen in Pier, Michigan. I think it's brilliant, especially the overlay of this character. He is authentic. He is more than a character, he is our front and center character, but he is a real guy. I think we're headed in the right direction with this.

HUTCHISON: My comments are going to the people who are targeting our audience and I don't know the answer to the question. I question your Helldorado connection

in southern Nevada. I don't know that that is a big deal in southern Nevada anymore. It's a different generation now.

NEWMAN: Yeah. Historical perspectives. I think we're covering so many aspects, this is just that person who is introducing it. It's not just our ad agency telling the world that you should come see the Valley of Fire and they should believe it because they're being told by the spot itself, they're being told by this overlay character. I think it's a way to introduce all of the elements. Anyway, that's my take.

HUTCHISON: Listen, I'm just not convinced that the cowboy is the person to present to millennial audiences, for example. This adventure traveler, is a cowboy really a person that speaks for them? My kids, all millennials, I have six of them, I don't know that they'll relate to him. If that's our audience, I don't know that a cowboy speaks to them. So, it would be really good to know who is our audience with this broadcast and with this production. Is it an older generation with, you know, with what Commissioner Newman is rightfully saying, that is our heritage that we can evaluate based on our historical background and experience? Or is the millennial generation and the adventure traveler our audience? Is this the character to speak to that? Before we go to a motion, and I am happy to support the motion, I'm just curious with the professionals in the room, when they've been brainstorming for two days, I would like their insights?

WAGNON: This is John. I hear the concern, and in a way that is why I brought it up. To me, it was a little bit more a brand thing than whether the audience would align. I think there is a degree of authenticity around this particular character. As Don says, he is the real deal. I actually think that, as that person just carrying the message we're trying to portray and not really being the center or the target of the ad—in other words, we're not selling the cowboy. We're not really even selling the cowboy experience so to speak, we're using an authentic, genuine, rural Nevadan that has that persona and the ability to craft the words to showcase what is really the true message of the campaign. The message which is, what a diverse, wild, and free, quirky state this State of Nevada is, and showcase the diversity of the bright lights of Vegas and the wild horses out on the range.

I am not concerned that the millennials are going to be turned off by that. I actually think it adds to the authenticity of the message we are bringing forward and it makes it feel more real and genuine. You know, I am always very cautious about things that are contrived and have a feeling of not being authentic in television or in any campaign. It's like we're working too hard, we're trying too hard, you know, we're making stuff up, this is not real. Ads where people are

doing that, actually work against them and not for them. I know that you guys from the agency know that.

I think it's important that we don't come across that we have taken some guy from central casting, thrown him in a costume, and put him up there, and give him a Madison Avenue polished script that he delivers in his gravelly sort of way. The fact that he isn't a Hollywood actor is a good thing, that he is a real person. But, I think we have to be careful that it doesn't come across that we have manufactured this guy to tell this story that actually is a real story, told by a real guy, you know what I'm saying? We need to just be very careful that this is super authentic, it's the real deal, and when you watch it you know.

HUTCHISON:

Thanks, John. Let me jump in on just a follow-up on one of your points. Listen, I agree 100 percent that it's got to be authentic. My point is [Inaudible] which authentic figure do we want? It's not a matter of whether or not—you know, it's not if this person is authentic, he is authentic. And, frankly, I'm not sure how the audience knows he's authentic and how they know he's not an actor. Because there are some really good actors who make millions of dollars [inaudible] you can put anyone up there but I don't know that the audience will say this guy's authentic because I know who Waddie Mitchell is. He's a treasure for us and he's wonderful, but I don't know that the audience knows that.

There's a completely different feel for this if you put up Waddie Mitchell versus, for example, we have winter sport Olympians in this state. That could be the same type of spokesperson. That's a completely different look, a very authentic look, a very authentic feel. You've got someone who's won a medal in a winter sport, or you have other people like that. My point is, is this the person we want to speak to the audience? I know that we've been speaking as Commissioners, I would like to have somebody who's a professional and does this for a living, and I know you all on the committee do this as well, but I would like to have just that focus in terms of, is this the person we want speaking to our audience? I'm coming from a father's perspective with 6 millennials in my family, they don't care about cowboy poetry, or a cowboy talking to them. They would rather have a winter Olympian talking to them or a mountain biker, or explorer, or some rock band star speaking to them. That's the millennial generation I know and am familiar with in my own family. But, maybe I'm wrong and there is a different perspective here.

WAGNON:

Yeah. I hear you. I think this is good input to the agency to take that back and think about it. We're not advertising people we're brand people. It does raise a little bit of a brand question. Maybe not dead on, but it works in some ways and not in other ways, and just take that back and have a conversation or put

some more thought into that. It may be that we come back and say, no, we actually feel this is the direction we go in and here is how we think we can serve that up in a way that still feels current, relevant, and will resonate with a millennial audience. Even float it out with some millennials and get some feedback. If they come back and say, yikes, no interested, it doesn't ring true to me. Or, if they come back and say, yeah, totally, I love that vibe.

I think there is enough of a reason to think this through and make sure that we're on the right track and see if there isn't another way. I love the way it's done. Maybe it can also be done this way with a different person than a cowboy poet, maybe not. Maybe the cowboy poet is so much a part of this concept that we have to scrap it if we decide that that is not really what we're looking for. But, that is what you guys do. I think Don was trying to get something in there.

NEWMAN: Yeah. This is Commissioner Newman. I think with this, we have this trilogy going on and a lot of irony in that, it's the Killers that we hired to deliver our message. That is the focal point, it's this rock band that is delivering this classic, historic song about freedoms in the wide-open range, and then we've got Roy Rogers here delivering a story by way Lonnie. I mean, there was three—you know, it's the golden triangle and it's ironic that, again, it's the Killers that are kind of behind scenes or very front and center for that millennial crowd that you're addressing.

I think your point is well made, but I think the Killers are the ones that are delivering that—to that crowd and draw your attention, and the way this all comes together. Again, he is talking about this very diverse State and the offerings that we have, comes together really nice for me.

WAGNON: Good point, Don. This is John. I agree. You know, having that music close this out is an important part of making it current and resonating with the younger audience.

NEWMAN: Maybe that needs to be the focus at the beginning. We need to kind of fade in and fade out. We open with the Killers and then roll to Waddie and this message, and then bring it home. You know, then they performed somewhere in Las Vegas for Jimmy Kimmel. There are lots of things you can capture with that. You know, they're one of the hottest groups. Timing is everything and we timed that one right—

HUTCHISON: Well, why don't we do this. Why don't we just ask our great professionals with Fahlgren. You guys have heard comments from the Committee. Jennifer would

you like to make some closing comments here? Why don't we send you back and you can come back to us and, like Commissioner Wagnon said, maybe if you go back and say, listen, we heard all your concerns and issues, we think this is the way to go, here some other ideas and concepts. Don gave some very good perspectives, maybe it's a nice mixture of everything we're trying to do. But give it a little bit more thought based on some of the issues that were raised, could be helpful for us. Having said that, what's our timing on this? When would this be brought back, what kind of action would we need on this Claudia, in terms of timing?

VECCHIO: Claudia Vecchio for the record. I'll confer with Fahlgren about the timing on when we can get this done because if they're going to do any kind of testing on this, the concept with the millennials, I fear that we wouldn't have it done by our August 16th Commission Meeting. But we have so much to talk about at the August 16th Commission meeting, that it might be better if we could get this group together again toward the end of the month, the first part of September because we're planning to start this in November. Is that right? Or is it next spring?

WESTMAN: At this point it was planned to launch in November.

VECCHIO: Yeah. We don't have a whole bunch of time, but I think if they go back and do a little bit of testing and maybe come up with a couple of other ideas and if we would be able to get this group together in early September. Because honestly, if we just have to shoot Waddie, that part of it is going to be pretty easy. This isn't a long shoot or complicated because much of the work has been done. If that would work for everybody here, we'll bring the group back together or we can do it via email or Skype, to get a final direction in September, we should be good to go.

HUTCHISON: Okay. That sounds good. Would any Commissioner like to offer comments? Why don't we just deem the motion withdrawn for now? I can't remember who made the motion, was it you Commissioner Wagnon?

WAGNON: Yeah. I will withdraw that motion. I think it is a good general direction to go back and put a little more thought into this. Then come back to this later.

Virtual Reality Project / Media Tour

HUTCHISON: Great. Any other comments from any other Commissioners before we move on? Okay. Let's move on to Agenda Item G, Virtual Reality Project/Media Tour.

VECCHIO: This is Claudia Vecchio for the record. I think we talked a little bit about the virtual reality and the opportunity for us to engage in this exciting technology. I wanted to show the totality of what is a really integrated program as we launch these virtual reality installations in various key cities as well as the media tour. I will turn it over to Mark and he will continue on the conversation in-depth with the Virtual Reality Project.

WESTMAN: This is Mark Westman again for the record. Were you interested in closing comments on the video to wrap it up?

WAGNON: Sure.

WESTMAN: I can tell you, many of the things brought up are considerations that we put through in crafting this because at face value, someone like Waddie the cowboy poet and how does that relate to the younger audience. So on the, how it would or can millennials are also looking for authentic stories too. There is a lot of power in who he is and things that are in line with the current maker movement and, kind of, resurgent's in the way things were done in days gone by, that have now become premium items. Also using him, not as front and center to say, cowboy poetry is what you should do, it's really everything that has been said in the backdrop. We would see the interest coming from how you contrast someone like him with the footage that is overlaid with him and who those people and experiences are.

There is some critique there, but also in a broader sense, he's absolutely not the only person that could do this. We have given a lot of consideration to being flexible if he's not interested, or is he not the right person? Should it be the newest cowboy poet on the scene, should it be a woman? It evolved—you know, who that person is, is flexible. I mean, what we didn't think is—currently, the way it is structured. I think it is important that it be a great narrator and storyteller of Nevada. So to keep the authenticity, we did we did like the idea of a cowboy poet to develop that script, versus, you know, just grab our other characters and use them as spokespeople because we might be putting them in an environment that they're doing something that they're not being true to, they may not be good at it. There is a lot of ways to slice the onion.

We did go through those considerations and I think we all agree that some level of pressure-testing is probably important just to get some feedback on it. And then, I think, our due diligence on a full exploration of what those options might be, and bring it to life and, you know, it may be a nuance of change or a bigger shift.

HUTCHISON: Mr. Westman, thank you. I know we want to move off this item. You know, I'm not a marketing professional like you are, I'm a lawyer. I guess what I'm not understanding is, how does the audience know authentic? Like, how does the audience know Waddie Mitchell is really a cowboy poet, or that David Low is really a park ranger? I mean, because there are people in Hollywood that are paid millions and millions of dollars who are not authentic? Tom Cruise doesn't really work for the Mission Impossible team but we believe he does, right? And he makes millions of dollars making us believe that. So, when we keep talking about authentic, I understand the concept, but I don't understand how the message is delivered to the audience that these characters are authentic.

WESTMAN: It's a good point and I think—also as somebody that appreciates various levels and simple headline, and what am I interested in? I think Google and social media, and places like Reddit, are where people look for information, how you—all the other things that we surround the story with, so that it is not just a broadcast commercial and that's it. I think these days it comes out much quicker as to, you know, why is that celebrity endorsing this? I can think a variety of experiences that are successes and failures. A long running “most interesting man in the world” campaign for Dos Equis, a completely fabricated character, an old man, but an interesting one, totally worked. Betty White, Snickers, doing what she does, entertaining. Great. Kendall Jenner, a millennial, set up in a millennial-like situation fabricated for Pepsi and it was a mass disaster. I think it goes back to, is it the right story for the brand? Is it the right person? I think in this case, as we said, the idea does not rise and fall on Waddie, but there was enough there that was relevant to bring forward and it could be a success. We also share concern to make sure that we do everything in our power to make sure that one piece like that is as hardworking and relevant as it can be. What we like is the other opportunities to help populate our social and our other content means that here is this person, it is another arrow in the quiver of what Nevada gives, but it's definitely not the only one out there. And the Killers can be interesting too.

HUTCHISON: Okay. Thank you very much. Let's move on to Virtual Reality Project, Agenda Item G.

WESTMAN: All right. I have a snapshot of what this is. To give a one-sentence description. We're thinking that this really allows the consumers to take a moment and step into Nevada. You know, this wasn't really possible just a few years ago or several years ago. We're calling it the Nevada Saloon. It's an experiential tour that will move around some markets in California that we will detail a few pages later, but this first slide gives a rendering of what that footprint might look like. The bar and a couple of stools. There is some imagery and branding on top of

the bar and some flanking signs to make this open air, mobile experience feel like a piece of Nevada.

It's operated by a couple of ambassadors and tour managers that embrace their spirit and guide people into it. They're allowed to take several minutes and experience a 360-virtual reality video that we just completed shooting. It is such a fantastic thing to put the headset on and really feel what it's like to go through here versus just looking at two-dimensional ads and photographs. Different than say, a billboard experience, it allows us to move around some of our key drive markets, touch people, meet them, give them an experience worth sharing, promoting it. Also, at the end of it we have a permanent asset that can live in Facebook and YouTube as a 360-video.

The first slide is a rendering snapshot of what it looks like. The second one, just some other detail that we thought about; how do we think about all the parts of pieces of this, and also make sure that it connects to our character experience. We were looking at skinning the Samsung goggles with these faceplates that allow you take on the personality of the character. Really, essentially, you're being able to look through their eyes. In this case, you see the character's point of view by the nature of this and you're being led through a group of four friends that have taken a trip from the Vegas area, up the State, and ended in the north, covering a range of things from water, the desert, to hiking, to driving, a little bit of culture. So, that edit is in process.

The last slide just to talk about where it's going and living currently. There are three major markets in California that we're looking at activating over the course in September. Two in San Francisco, two in Los Angeles, and two in San Diego. Some of them are events, some of them are very large, high traffic places that we know our target lives and breathes in and will generate the volume of people we need to walk through this. It will range from the art festival, the original farmers market in Los Angeles, Santa Monica Pier area, the Kaaboo Del Mar, and the Gaslamp Square in San Diego. Then thinking at the end of this, we would like to sync it with a sales and media event. Shifting it from just a consumer space but allowing some synchronicity with the team members up in San Diego and making the best use of time while we have boots on the ground to experience in action before we pack it up and bring it back home to maybe get it ready for the next tour.

MCDONALD:

All right. Marty McDonald for the record. We would be remiss not to talk about the 360 integration. We wanted to just give you an example here. There are two examples of earned media placement on the slides. I promise there is a lot more, but we only put up two, to show how we're pulling characters in the

earned side of the media as well. It is the last side in the presentation, but very often, the determination of characters has input on the PR side. We're sending messages all together and its all around the table. Two that you'll see in headlines, you'll see the placement here the story of the Booze Traveler, a Travel Channel program, that came to Frey Ranch. Also, Capriolas being featured in probably one of our biggest printing of the last six-months or so, in Lonely Planet. We did have paid messages that were showing up in that same issue, a wonderful feature on the Capriola family and that's very intentional and is by design with what we're doing. Storytelling from many angles.

Again, we appreciate your patience and getting into the details of all of this with us. You know, just to cap off the conversation about the storyboards. We have certainly pressure tested before, and we look forward to doing that again. Really listening to our targets and making sure that they will stand up with our program moving forward. Thank you for your input. Any other questions up to this point?

HUTCHISON: Marty, thank you for your presentation. I will just reiterate what Claudia said. This is a tremendous ad campaign, the Fahlgren group has been a tremendous partner with NCOT, the Division of Tourism, State of Nevada, it's just been a great relationship. You have produced tremendous results for us and are doing wonderful work and I appreciate the relationship and we look forward to your professional input. We raised the issues, and expressed concern, and we have a lot of faith in your team to make this project as successful and a great return on our investment for our taxpayer dollars. We want you to know that we appreciate you. We have a lot of confidence in you and look forward to continue to work with you.

MCDONALD: Thank you very much.

VECCHIO: This is Claudia for the record. I want to go back to the 360-Media Tour and the project because that was a for possible action item. I think this is the first time you have seen this whole project, the visual and everything. Mark gave you an overview of this, but the experience that we will get in these high traffic and event areas in San Francisco, LA, and San Diego, you know, it's that disruptive installation idea. You're going to work and all of the sudden you happen upon to this full-sized bar that has the Nevada signage, and you have brand ambassadors who are there to encourage you to come in and experience this 360 Program.

Fahlgren brought to us, arguably the best 360 Producer in the country with Groove Jones. We've seen these 360 programs in the past and you look

around, you get a headache, and you see all this stuff and then you pass out. Groove Jones said, no, we understand that is boring, it's been done and nobody cares. What you will see in the shoot that they did was to bring in these characters, and their experience, and how they interact with their settings, and they were in Valley of Fire, and at Lake Tahoe, and other places in rural Nevada.

These people who take the time to engage themselves in this video sensory experience will come away with a really great idea of Nevada. With these fun headsets, they will be able to "take on" these various characters and when looking at each other will see somebody will be a skier, and somebody else is something else.

It's a fun experience there, plus the 360-video that they will get immersed with, I just think it's such a fun idea. We have looked at various disruptive ideas that we have brought to you before, but this one we think really does have the most bang for this opportunity to engage people as they're going about their daily business.

The other components you see here have some sponsorship potential. There can be giveaway coasters of Lake Tahoe or the National Automobile Museum or others that we'll approach to be sponsors in this program. Then, Don, especially, we kind of think that this might be a good footprint or a start of what our trade show booth might look like, especially at IPW. You know, these are appointment shows, you don't need a gimmick, but I think that this is kind of an applied idea to help bring people in at these shows. Not only are there appointments, but there are others walking by. This begins to be an interesting component of that.

NEWMAN:

I would agree, Claudia. I was actually thinking as I was looking at this, that at Governor's Global Tourism Summit, if we could set this up at that event if there was time, this would be a wonderful opportunity there as well. I think that a takeaway on this that we're forgetting. Not only is this disruptive marketing, but the publicity it's going to generate, it's going to get a lot of coverage. It's kind of like sponsoring the balloon festival, you know, what do we get out of a balloon festival? Well, we get a lot of images, we get great photography.

This is going to create a lot of buzz and publicity. It's an event within an event and I love stuff like that. Again, Marty, you guys, Mark, this is heading in the right direction. Incidentally, we can tell so many 3D stories with this, whether it's waterskiing in Lake Mead, or snowboarding at Lake Tahoe, or Sand Dunes in in Pahrump, or the extreme water sports. This is endless.

VECCHIO: Don, I'm glad you brought that up because that was one of the charges to the agency and those looking at this, was, we needed not only something that was that experience, but that did create that ancillary buzz. I think this will. Marty and Bethany are working on a PR plan around this for each of those markets. We have had very successful sales and PR events in various markets. That will be the hallmark, explanation point, Don, of this event.

Teri has brought to us a very interesting idea for the end of the sales and PR event. Teri, you are here so why don't you talk about the highway radio piece on the way back?

LAURSEN: I would be happy to. Teri Laursen for the record. Going back to those sales, marketing and PR integrated efforts, when we're coming up with ideas, we're looking at what you all are doing as far as marketing and PR. Last year we did an event in the Bay Area and Los Angeles, Southern California to support those super feeder markets. We were going to do two more events in this fiscal year. We did select Boise as one after I spoke with Brenda and the second one was in San Diego. When this whole virtual reality thing came up, it was a great opportunity to integrate both of those efforts. Our sales and PR media event is going to be at the tail end of the virtual reality tour. It's going to be in the Gaslamp Plaza where we will invite the trade and the media. When I was with Fashion Outlets of Las Vegas, we used Highway radio whenever we needed to or wanted to fill the mall at Primm. Highway Radio is the number one radio station that people will listen to while driving in from southern California. I had the idea of using the Tahoe. The DFMI wrapped Tahoe and Highway Radio's wrapped van would drive together heading back into Las Vegas. We could hit two locations on the highway and talk about experiencing Nevada on your way into the state.

I have the drive market stats from last year on the weekend we were talking about, and there were 152K people coming in from southern California, on the same weekend as last year. It's going to be an awesome opportunity for us to maximize this. We'll get prizes from our partners and we talked about having some celebrities join us at our locations. The radio would be broadcasting the whole way. We don't have all the components yet. We will have the sound bytes from our marketing team so that whatever that message is it is consistent. We're going to get a crowd all the way coming back with us from San Diego to Las Vegas and just promote. That is a major feeder market. We just got the proposal, it's not that much and is an awesome opportunity to maximize something we're already doing.

VECCHIO: That's the whole circle.

CUNNINGHAM: Jennifer Cunningham for the record. I get really excited for the sales application, and as you're really immersing yourself in some of these international markets, it's a great tool to use in those venues as well. I love the idea. I think it's terrific and I'm glad it's high-quality because we have passed on some opportunities because it wasn't refined enough. I am delighted that you have gone with a really good vendor.

HUTCHISON: Claudia, there are a lot of things on the table, what are you looking for as a possible action item? I have some comments on this 360-virtual reality video promotional opportunities, but what I don't understand, what is the action item? We talked about the PR overlay the sales outreach, the Virtual Reality Project and the media tour. What is the action item?

VECCHIO: Yes. The action item would be a motion that, again, approves us continuing to move down this path. We're in the development stages of this. You originally approved this disruptive idea, but this is the first time we have brought these three markets to you, and the final look and feel of this disruptive campaign.

It is the approval to move forward with this, and to continue to develop the structure, if you will, and that these three markets are the markets that you agree would be the place to put this. If you have other thoughts for markets, certainly we would take that. The thing that we grappled with the three markets is that this tour, if you will, with these brand ambassadors, is through another group called Evolve and they do these kinds of tours. They need to have it be encapsulated in places where they can start and stop in one tour.

This team will start on September 2nd. We have them currently starting at the Sausalito Art Festival, and then they continue to Los Angeles, and San Francisco. We looked at, do we take them to Portland? Do we take them to other kinds of markets? That would not be contiguous with this tour. That is why we were confined to these three markets. The approval is for these markets and this structure as it is presented to you.

HUTCHISON: Okay. Let me stop you there. Are there any comments from any of the Commissioners about three cities for this Virtual Reality Media Tour? Is there any discussion on that? Any other alternatives? Anything else you want to discuss about this and where we're going with this event tour?

WAGNON: No.

HUTCHISON: Okay. Is there any discussion about any—we don't have to approve the virtual reality video content, we have already seen that, but that is the concept, right?

VECCHIO: Right.

HUTCHISON: We see the concept is, you put on the goggles and you get an awesome experience, or see the showgirls, cowboy, snowboarder... That's the idea. That's the concept we understand at this point. We don't know what the content is, but that is the concept, correct?

VECCHIO: Correct. That concept along with this installation, which is the bar, and stools, all of that.

HUTCHISON: I'm holding that until the end Claudia. Let me just get this. Are there any comments from the Commissioners on this concept that we have in front of us with the reality video, with the goggles, and the different subjects in terms of what is being seen at these breakout events we're talking about in the media tour.

CUNNINGHAM: No.

WAGNON: Yes. I mean, just as a comment, I think this is something we should continue to move forward with and continue to flesh this out. It's a good concept.

HUTCHISON: Okay. Great. Any other comments about the goggles, what they're going to experience with that reality video based on the subjects that we have in front of us? Okay. Then I will move on to the layout of the 360 video experience. Again, I will go back to some of the comments that I made before, and am interested in the Commissioners views, we're presenting ourselves as cowboys, right? That's how we're presenting ourselves. I get back to John's comments. Is this the way that we want to go after our audience? Is this going to draw in somebody who wants to go mountain biking in Sierras, or somebody who wants to go skiing or hiking, or go to Lake Mead or all the things we offer? We've got the little coasters off to the side, but how we're presenting ourselves is this is who we are, this is cowboy country. That is part of what we're promoting without a doubt. It goes back to the same comments, is this going to bring in the audience? If so, how are we different from Texas and Wyoming, and Montana, in our approach to this? Is this what we want to do? I'm offering up the same question, again, to the marketing professionals, we're selling Nevada as multi-dimensional. The goggle experience the off-roaders, the showgirls, the Steampunk, the cowboy, the snowboarder, but we're putting the cowboy front

and center as our spokesperson for all of those events and for all of those experiences.

NEWMAN: Lieutenant Governor, I think you touched on it. I understand your concern. Really, when you compared Nevada to Texas and some of the other places, I mean, here in Elko we try to avoid that. Although we are right in the heart of cowboy country, ironic that there is not a single place in Elko where you can go to ride a horse. You have got to go to a private ranch. There are no horse rental stables or anything like that. Our point is that it's more of a historic west, and that's where we try to market in Elko because we've been railroads, we have been a sheep town, a cow town, I think a gold mining town and have captured all that is historic as has the entire State. I don't think we want to be so cowboy as we do want to be historic west. I think what we're doing would apply state-wide. I think we could soften the focus from the cowboy to more of a historical aspect as we go forward with this concept.

HUTCHISON: Yeah. Those are really good comments, Don. Thank you. I was just thinking, you set this up in San Diego, in the Gaslamp Square or Kaaboo Del Mar Music Festival, is our audience going to be drawn in with "this is our face?"

MCDONALD: This is Marty McDonald for the record. We have a lot of data that we're digging into that tells us that it will. I think in this campaign we have choices to make. I think in the world we can either make stew, soup, or sauce, you know. In stew, the ingredients are very distinct, they stand apart because they're very distinct that's what we could do with the campaign. You know, we could go in the middle and mix things together and make soup, or we can make the sauce. Really, I think for our campaign, we aiming to make the sauce. Whereas in our western concept, there is a sea of sameness everyone is selling and we believe the same attributes. These adventure experiences or scenery. We think the mixing of these things and drawing these characters to the front in a way that embodies the brand is really what makes our sauce very special.

It's not just subjective, I know there is an art side, of what we do in advertising and marketing, but this is all rooted in data. We are happy to bring more of that data to the forefront, but we are testing millennial sensibilities and what attracts them. I think like saloon experiences, west and authentic and neon do show up, and they show up predominantly. They are also what's proving to resonate when we're testing these pieces of content.

We feel confident in what we're doing and how we're mixing. I completely understand your point that we need to be careful not to go too far to make the cowboy our hero, but if we use it as overlay and make sure that we have

enough of that authentic millennial database experiences we portray, that's what makes us special. That's been our approach.

HUTCHISON: Great. Very helpful. Thank you Marty. Any other comments before—

NEWMAN: Yeah. Marty, your analogy is great. As long as it isn't a secret sauce and we're nobody's best kept secret. I think we just keep moving forward, we're heading in the right direction.

MCDONALD: Yeah. Understood. Thank you.

VECCHIO: This is Claudia. You can't see particularly well these banners, but there is one that has kind of a selfie opportunity on the left, where you see the two white ghost figures, those are actually really people that would do a selfie. Then on the right side, as I am looking at it, that is a lot more neon, Las Vegas sign. I had asked them about putting neon in there, but it doesn't look like we got to that point here. We could look at these brand ambassadors, they don't need to be dressed like a cowgirl and a cowboy. One of them could be a showgirl and one could be something else. I think that they very definitely got from us, the direction to showcase the neon and the nature of Nevada. I think they incorporate some of these. The giveaway coasters are simply ideas. If we get a sponsorship from the Flamingo in Las Vegas, we can do that too. Very definitely understand where you're coming from, and will depict that duality of the State, which is part of our brand in how we convey this.

HUTCHISON: All right. If there is no further comment or discussion, the Chair will accept a motion to approve the Virtual Reality Media Tour, specifically the promotional opportunities, the layouts, and video content, event tour locations that are presented to us in our materials on Pages 22, 23, and 24.

CUNNINGHAM: Jennifer Cunningham for the record. So moved.

WAGNON: Second. John.

HUTCHISON: Commissioner Wagon. Is there any discussion? Those in favor, signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. That motion carries unanimously. Thank you very much. We will close out Agenda Item G, and move on to Agenda Item H, Discover Your Nevada Update.

Discover Your Nevada Update

VECCHIO: This is Claudia for the record. Bethany Drysdale is making her way to the podium and she is going to provide the Discover Your Nevada Update.

DRYSDALE: Discover Your Nevada is really a PR Campaign. I won't go too much into every recap because you have heard this for the last couple of years, but it's to encourage Nevadans to travel their State. We're a mid-way through. We generally run it from Memorial Day to Labor Day. This year we have really added a lot of paid social posts, some paid content partnerships, in-state of course. We're seeing some really great results from this. I just want to give you a brief update on that.

Last year, the first year that we did this check-in concept, where we asked people to check in on routes around the State. That was a way to move awareness of Nevada, to action in Nevada. To get people to actually get in their car and go somewhere, and when you're there, be thinking about Discover Your Nevada, and check-in socially when you do so. Last year we had just over 100 check-ins, which doesn't sound like a lot, but to actually move 100 people in the first year to take action, I take encouragement in that. Halfway through the campaign year, we have 390 check-ins. I am really thrilled with the action people are taking. Some of these are simply because the hashtag, DiscoverNV17, is catching on. People are actually checking in places that aren't on the routes, so we have to encourage them to get back on the routes that we suggested, but they're doing this all over the State.

With our paid social posts, the average click thru rate is 3.34, which we think is impressive for this. We had just over 5K clicks through to our web content. We have website support behind all of these posts and the PR messages that we're getting out there. Online we are targeting families of course. We have a couple of routes that are kind of quirky. One, the Burner Byway, obviously speaks to a certain crowd, we are targeting self-declared Burners on social media, as well as millennials in southern Nevada and northern Nevada. We're finding that the Great Basin Highway is actually performing very, very well. And the Rubies Route which is out by the Elko, those are two routes that are performing the best. They are getting the most interactions with people that are clicking through and seeking more content. We're thrilled with the success so far. As I said, we're about halfway through.

Another component of this campaign is the educational component, where we partnered with the Department of Education to run an essay contest with 8th

graders throughout the State. We're asking 8th graders to write an essay about either an experience they have had discovering their State, or an experience that they want to have. This is the first year we have done this, that we incorporated the Department of Education. We ran the essay contest earlier this spring.

This next year we will play around with the timing. The school districts are on lots of different calendars. There is standardized testing that goes on through different times of the years, so we're trying to find that sweet spot where teachers can give, and students can give, time to this campaign.

We got some wonderful submission though, just over 150 essay submissions. We had two winners, one from northern Nevada and one from southern Nevada, and we took them on a field trip, an ultimate educational field trip in Nevada. A lot of fun, but some education as well. One of the trips is happening right now. Chris Moran from our office is on a trip with a student from Fallon. A couple of weeks ago I took a trip with the southern Nevada winner. We closed it with a press conference with the Lieutenant Governor. Thank you, Governor, for being there. We were up against O.J. Simpson that day, so—you know, we can compete with a lot of things, but OJ was a tough one to compete with. We did have some media coverage that came out from that though and we were able to live stream it and then share that video as well.

As the Governor mentioned so well at that press conference, when you're live streaming, you're really talking to the whole world potentially. Just because you didn't have the local media, as many as we wanted in the room, we were able to speak to a large audience. That's where we are now at the end of the summer. Around Labor Day we will close down the official campaign, but we will continue the messaging throughout the year.

We have been talking with Fahlgren about some ways to target in-state audiences throughout the year with the real push continuing in the summer months. We will run an essay contest again with the Department of Education. We have already heard interest from parents and teachers, emailing and saying, my daughter was in 7th grade last year, we can't wait until she can participate next year, make sure you let us know when that will be. The student from Las Vegas is going to go back to his school and make a presentation to his entire school on what he learned, what he did, as well as, encourage the 8th graders next year to participate. We're very happy with this.

I'm really excited to add some of the paid component to this, the social media, so we have some great metrics on how this is doing. In the past, awareness was

wonderful, but actually seeing what people are doing and what they're clicking through to, is fantastic. With that, I am happy to take any questions, or comments.

HUTCHISON: Ms. Drysdale, thank you very much. Great report. We did have a great event there with the family from southern Nevada who accompanied you to Lake Tahoe. They loved you and they made friends for life. It was a wonderful experience for that family and thank you for making it special for them. I think it's just going to continue to grow. Any questions of Ms. Drysdale of any of the points she has made under agenda item Discover Your Nevada Update. Okay. I'm going to close.

DRYSDALE: I'm sorry. I'm am just going to add one thing, I'm glad Claudia reminded me. The check-ins are not just for fun. For each check-in, we're setting aside a dollar to go toward this field trip fund. It is a part of our regular budget. We have budgeted for this, it's not coming from anywhere else.

My hope though, is that as we continue this and check-in locations along those routes, start seeing a rise in traffic because of this, perhaps they will contribute. Don, what is that restaurant and bar out in Lamoille? If they see an influx in travelers, perhaps they could say, hey, check in here and we will match that dollar contribution. Or, perhaps areas just off the routes saying, hey, add us to this route and we will match the contribution. It's a way to draw people into businesses, but really this has tons of legs and can go as far as anybody wants it to go. The one dollar per check in is really what's driving the fun interest behind this.

HUTCHISON: Thank you, Ms. Drysdale. Any questions of Ms. Drysdale before we close out Agenda Item H? All right. Thank you very much. We will close Agenda Item H, and move on to Agenda Item I, International Office Update. Ms. Vecchio, do you want to start us off with that?

International Offices Update

VECCHIO: Thank you, Governor. As you all know, Teri Laursen has taken the reigns of our Sales and Industry Partners Team. With this comes an opportunity to take a fresh look at our International Offices and we really haven't, as a Marketing Committee, looked at this before.

We're not going to go into a deep-dive here, but I just wanted Teri to share how we're restructuring those offices and the role of our historically called, Sales Managers. The intent here is to show you we're trying to make this effort

integrated across all of our Departments, across all of our efforts. Teri Laursen, please share with us your vision for the International Offices.

LAURSEN: Thank you. Teri Laursen for the record. The update is really inter-management of those offices. In the past, we had PR and Media, Bethany supervised the PR that portion of the campaigns. The Market Manager in Sales, oversees the sales efforts of our International Offices. We have never tasked our international offices with an integrated plan. In the past, we've separated our efforts.

Now we have been tasked with a more integrated approach for our international offices similar to what we're doing now domestically. We are going to hold the Market Manager responsible for rolling out all of the Marketing and PR plans. Whatever the components are of the plan, the Market Manager will oversee all of those efforts and make sure they are meeting expectations. Obviously, if there is a media component, we'll need someone from the PR team to show up to events, then they will do that, of course. At the very beginning when the market plans were presented, Bethany gave her stamp of approval that yes, this is the direction we want to go in with PR. It will be the Marketing Manager who will oversee all of that.

HUTCHISON: So, a question to that, Teri and Claudia, it makes all the sense in the world to head in that direction, PR, promotion all integrated within that market. The question is, what do our contracts call for, and does that cover the scope of work that we're asking these Marketing Managers now to embrace.

LAURSEN: Well, we just did the RFP for the Canadian market and that RFP went out with the integrated approach.

HUTCHISON: With this idea?

LAURSEN: Yes. Then we just did an amendment for a few of our markets and those also came back with an integrated plan. They were all tasked with an integrated plan. The same with the RFP for the Latin America market.

HUTCHISON: So, everything on a go forward basis now, all our RFPs include this integrated plan with the Market Manager having full responsibility. For those who we have existing contracts, we are supplementing those to include that task.

LAURSEN: Yes. Before, we designated X dollars for PR and X dollars for sales, we couldn't necessarily entertain all ideas. Now with one budget number we can entertain all ideas, whatever will be in the best interest of Nevada.

HUTCHISON: Any questions Commissioners on the International Office Update?

VECCHIO: This is Claudia. Just a brief comment. The international offices historically had an administrative fee that was, for all intents and purposes, a quarterly retainer. It was used to pay for anything from personnel, to turn on the lights in their office, to paying off its lease. Then we had a Sales and Marketing section, and it was very much silo'ed between those Sales and PR, generally speaking.

At the legislative session, we proposed and were approved to put those two components, the administrative and the marketing, together into our Category 31 dollars. That creates a much greater transparency because there is no longer this retainer, and requires the offices to put together an integrated plan that showcases these projects and puts an allocation against each of these projects.

I think it's going to be a really good way for us to track performance, and a great way for us to create this integrated program. Even those agency firms that had a contract the way it was previously written, all of these pieces are in their scope of work. We're not asking them to do anything that they haven't historically done, we're just asking them to frame it in a little different way. But, as Teri said, we're moving forward with amendment to all of the contracts because we had to change these two categories or allocations, into this one total allocation. I think from an administrative standpoint, from a legislative standpoint, we're in good shape with all of the agencies moving forward.

HUTCHISON: Thank you, Claudia. That is a very helpful clarification. Any other questions or comments about Agenda Item I? All right. Teri, thank you very much. We will close out Agenda Item I, and move on to Agenda Item J, which is Commissioner Comments. Any members of the Marketing Committee, wish to add any comments at this point?

Commissioner Comments

WAGNON: This is John. Just a quick comment on the campaign generally. One of the benchmarks of a great state-wide campaign is the ability of the brand to fit across all destinations, or a broad range of destinations, and also resonate or compel a fairly broad audience, right? That's not an easy thing to do.

I remember we talked long ago about the difficulty of putting Lake Tahoe and this destination and that destination in, and you know, pretty soon it's just like State tourism soup, right? The ability to capture a personality or a tone of a destination or a state, is really a great direction.

We have created a brand that does exactly that. It's not a location, it's not a place, it's not a series of places, it's a mindset, it's an attitude, it's a personality that resonates with a broad audience. I think that what that does is allows all areas of the State to leverage or integrate with the state-wide campaign in a way that fits their destination.

It makes me think about what they're doing down in Carson Valley which is up here in northern Nevada. Their new campaign is somewhat similar to this in a way, but it's so well integrated with the attitude of this State. The other part about this campaign that I think is particularly intriguing, the brand and the campaign itself, is it works. This brand works across a huge platform of different ways of serving the brand up, whether it's PR or paid advertising, paid media, social—no matter how you do it, there is a way to serve up this brand that particularly fits that media or that medium.

I think we have actually landed on a brand that has a lot of length to it. That's another thing that I experienced when I was working for the State of California. Creating that campaign that is literally still running today. It was the year after 9/11. That's a long time. Because it isn't place specific, it's relevant, it lasts a long time but it feels timely and relevant every time you bring out a new version of the campaign, it still makes sense and it still works. I applaud the Agency and your team, Claudia, for coming up with such a great state-wide campaign that allows all of that to happen. Great job.

VECCHIO: Thank you.

HUTCHISON: Thank you, Commissioner Wagnon. Are there others that want to issue comments?

NEWMAN: Yes. This is Don Newman. I just want to talk about evolution and how this whole thing has evolved since I have been associated with this marketing campaign. This used to be, here is our summer buy, and here is our winter buy, and that is kind of where we were.

This thing has evolved in such a complex and diverse program. To Claudia's enthusiasm towards the team, I think the team has really captured and has evolved, this whole process. It has grown so much in just a few short years, and I just applaud everybody for their efforts. This is definitely heading in the right direction. To John's comment, we are a very diverse State, we are trying to generate interest in some very rural areas that are sparsely populated, but they hold a lot of excitement and attract-ability. This is just a wonderful campaign. Again, the evolution is phenomenal.

HUTCHISON: Thank you, Commissioner Newman. Are there other comments under Agenda Item J? I don't want to repeat all my accolades and thanks and "we're on target" comments, just know that we all think we are headed in the right direction and grateful for those who are getting us there. Anything else for Agenda Item J? We will close out Agenda Item J and go on to Agenda Item K, which is Public Comment.

Public Comment

HUTCHISON: Any public comment in Carson City? Anyone from the public who would like to address the Committee at this time? Seeing none, we will close out Agenda Item K, and move on to Agenda Item L, is there a motion for adjournment?

WAGNON: So moved.

HUTCHISON: Motion to adjourn. Second?

NEWMAN: Second.

HUTCHISON: Those in favor, signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. That motion carries unanimously. We are adjourned. Thank you all for coming and for your attendance and participation today, very impressed.

CUNNINGHAM: Thank you.

The meeting adjourned at 11:14 a.m.

Respectfully submitted,
Dee Chekowitz-Dykes, Executive Assistant
Department of Tourism and Cultural Affairs
Nevada Commission on Tourism