

MINUTES of the NEVADA COMMISSION ON TOURISM
MARKETING MEETING
February 15, 2018

The Nevada Commission on Tourism Marketing Committee held a meeting at 9:00 a.m. on February 15, 2018 at 401 N. Carson St. Carson City, NV 89701.

Call to Order

Lt. Governor Hutchison, Chair, called the meeting to order at 9:02 a.m.

Commissioners Present:

Lieutenant Governor Mark A. Hutchison, Chair
Don Newman
Cathy Tull
Jennifer Cunningham

Commissioners who are absent/excused:

Staff present:

David Peterson, Interim Director
Brenda Nebesky, Interim Deputy Director
Kyle Shulz, Research Manager
Sarah Bradley, DAG

Guests:

Jonathan Flander, Cardinal Path
Nick Iyengar, Cardinal Path
Dave Bratton, Destination Analysts
Marty McDonald, Fahlgren Mortine
Carissa Richardson, Fahlgren Mortine
Mark Westman, Fahlgren Mortine

Roll Call and Determination of Quorum

HUTCHISON: I want to welcome everyone to our Marketing Committee meeting within the Nevada Commission on Tourism, and this is the time and place set for our meeting. Mr. Peterson please call roll and confirm that we've got a quorum.

PETERSON: Don Newman?

NEWMAN: Present.

PETERSON: Jennifer Cunningham?

CUNNINGHAM: Here.

PETERSON: Cathy Tull?

TULL: Here.

PETERSON: Lieutenant Governor Hutchison?

HUTCHISON: Here.

PETERSON: We have a quorum.

Public Comment

HUTCHISON: Great, thank you, Mr. Peterson. That takes us, then, to Agenda Item B, Public Comment. Are there any members of the public in Carson City who wish to make comment to the Marketing Committee at this time?

PETERSON: None up here, Lieutenant Governor.

HUTCHISON: Thank you. Are there any members of the public here in Las Vegas who would like to make public comment to Members of the Committee? I don't see any down here, either.

Approval of Minutes

HUTCHISON: That takes us, then, to letter C, Approval of the Minutes. Members of the Committee, have you had an opportunity to review the minutes, and is there any Member would like to make any changes or revisions, proposed changes, or proposed revisions to the minutes from August 2nd, 2017? Hearing none, Chair will accept a motion to approve the minutes.

TULL: Motion to approve.

HUTCHISON: Got a motion to approve by Ms. Tull. Is there a second?

NEWMAN: I'll second.

HUTCHISON: Second by Mr. Newman, and any comments on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously.

Cardinal Path Update

HUTCHISON: That takes us now to Agenda Item D, Cardinal Path Update, and Mr. Peterson, I'll have you introduce this item for us.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson, Interim Director with the Department of Tourism and Cultural Affairs. As you know, we're moving toward a research-driven focus here with the Division of Tourism. The presentations that you all will hear today represent our attention to the importance of data and what it tells us about our relationship with our audience. TravelNevada is determined to earn and build relationships through messaging that speaks to the individual. The coming year will take us beyond strong brand awareness that we've already built and move us into real visitor engagement at every touch point. With that, I'm going to let Kyle Shulz, who is our Research Manager, introduce Cardinal Path. Kyle's identification of Arrivalist has been an important real-time indicator for us on how media influences not only visitation, but also room nights within the state. Kyle's great work managing the Cardinal Path Workshop from last fall which brought our data stakeholders together to create a model for customer relationship opportunities leads us here today based on that ten-week experience that we went through with Cardinal Path, looking at all the different data points that the Division of Tourism has. With that, I'm going to turn it over to Kyle Shulz.

SHULZ: Thank you, Dave. This is Kyle Shulz for the record, Research Manager, TravelNevada. Like Dave had said, we have contracted with Cardinal Path to give us a holistic look at what we're doing from a technical standpoint from business and a strategic standpoint to really take us from where we are currently to where we want to be as an agency. We have been very impressed with the guidance that they've given in terms of general best practices and also the roadmap for where we are currently and where we want to be both from a technical standpoint, business, and a strategic standpoint. We have Nick and Jonathan from Cardinal Path on the phone to give you a brief overview of the work that they've done for us and some of the conclusions that they've already come to. I'll hand it over to Nick and Jonathan, and they can take you through the presentation. Thank you.

FLANDER:

Great, thank you very much. First of all, I'd like to thank everyone for giving us the opportunity to present today and also thank Dave and Brenda, Emmy, Kyle, and the rest of the team at TravelNevada for their time. Everyone was very transparent and really allowed us to move very quickly through our assessment, which we'll talk through. For the record, I'm Jonathan Flander. I am a Group Director and head up data strategy here at Cardinal Path, and joining me is Nick Iyengar who is a Director in our Digital Insights team. We were the leads on this project, and we'll be giving you an overview of what we worked through and some of our recommendations. If you could advance the slide, I'll spend just a minute introducing Cardinal Path.

We are a data and analytics consultancy. We are a little over 100 people strong across North America. We're best known as the original and largest Google analytics partner globally. We work with both Google in that capacity as well as running their Global Partner Academy, where we train marketing practitioners across the globe. Beyond Google, we partner with many, many vendors, Adobe and others, and just for point of reference, we are part of Dentsu Aegis, one of world's largest global marketing platforms.

The assessment we did is what we call a navigator, and it's really intended to allow us to dive deep into what organizations are doing today, where things are working well, where they are not, and ultimately help drive out some recommendations in terms of where they need to look forward and plan ahead. We tailored the engagement for TravelNevada around four key areas, and we'll touch on some of them here on the call. It was really, first and foremost, to understand the technology stack that's in place. Marketing has evolved, and there's a lot of platforms and options and integrations that need to be worked through. We wanted to take a strong look at what was in place and understand that to be able to drive through and provide some recommendations. In addition, we looked specifically at the data that was available. You're collecting a lot of data on consumers. In the marketplace, there's a lot of data that allows you to identify travelers that are in market. We wanted to take a look at that. We specifically spent time looking at the processes and workflow that are in place across not only your organization, but with the various agency partners that you're leveraging in terms of being able to drive marketing campaigns. We spent the majority of our time looking at how you do measurement, how you take the data that's available, use that to drive planning and activations. Then finally, we wrap it up, and what we'll talk to at the end are the roadmaps, some strategic initiatives that we think you can leverage to evolve where you're at from a marketing standpoint. If you could go to the next slide, please.

You'll hear the word data across probably every slide that we walk through. Data is everywhere. We all experience it. From a marketing standpoint, we need to be able to utilize that across the campaign process. We want to not just use it on the back end to measure the results, but we want to use it in our planning. We want to use it to identify the audiences that we want to target. We want to use it to determine what is the right message and content that we want to present to someone. Of course we want to use that to drive activations across every channel that the consumer is interacting with us, and finally, as we evolve in our maturity, we want to be able to use that data to optimize what we're doing. If certain channels are performing better, we can divert our investment and make sure that we can maximize our returns. If you go to the next slide, please.

We live in a world that has very quickly over the last few years become omnichannel. When we think about how customers view a brand, they don't define their relationships with a brand by channel. There's an expectation in 2018 that brands understand their customers and are able to respond to them in whichever channel they're interacting with. When you see the evolution of customers and how they interact across and moving towards omnichannel, I think we've all experienced very strong performers in a single channel example. An example is your local butcher. They don't do a lot of marketing, but when you walk in, they know exactly who you are, and they can serve up exactly probably what you had the last week. When we get into multi-channel, this is where we're managing each of our channels independently. We may be doing a really great job marketing on our website. We may be doing a really strong job across email and across paid media, but we're not necessarily managing those together. Often, customers can get a different offer and a different experience as they interact in those channels. As we start to think about cross channel standpoint, this is where we then are able as an organization to push out consistent messaging. But where we want to be from a brand standpoint is really omnichannel. This is understanding and being able to actually optimize that customer journey so that we have the same offer regardless of the channel, and that's really the vision of how we view omnichannel marketing. And you can see that where we think TravelNevada is at today is multi-channel. But we think within the roadmap that we have provided, that we can get you well into cross-channel and on your way to omnichannel. If you'd go on to the next slide, please.

Kyle, if this is built so that all three layers are viewed, that would be great. When we look at how technology can enable marketing, we really look at it across three main lenses. We have the technical, the business, and the strategic. The technical layer is really the foundational components that are

needed to ensure that all the platforms that you're leveraging are integrated and that data is shared across them so that they're available for both activation and measurement. Business layer builds on top of that. This is where we start to understand what our customers are doing. We can begin to segment them. We can begin to start doing some media testing. We can employ some governance to make sure that data is being managed effectively. Where we all want to, and where there's the most value and where we need to end up is in that strategic layer. This is where we can start to predict what our customers will do in terms of forecasting. We can define where we think a lifetime value may be, and we can start to be more sophisticated in terms of how each of the various channels contribute both from an attribution standpoint and how we manage our budgets.

The good news is we think you're doing a lot of these things already, especially in the business layer. What we're going to talk to is really, if you can do that build, is where we think you can increase some of the pieces in the business layer and really start to move into that strategic layer and starting with being able to take the data and drive more insights. To us, an insight is the culmination of the data where you result in an a-ha and you've learned something about your customers and where you can forecast the performance of their activities and the return on investments and very specifically around audience definition, targeting, and personalization.

What underpins everything is the technology platform. Every organization, and yours is no exception, has a lot of technology in place. So, when we look forward to where you need to be, there's some guiding principles that we think need to guide that discussion, and it's really around being able to make sure that every platform enables sharing and leveraging data across all touch points. When I refer to a touch point, that is everything from landing on your website to engaging with your social channels to the interactions that you may drive from a paid media standpoint. Once that's in place, that's really foundational to allow us to measure across those channels and across your campaigns to determine what's working and what isn't.

When we think about moving forward and augmenting or evolving the technology stack that you do have in place, we want to make sure that that's a capabilities-led discussion. There's a lot of technology in the marketplace. There's a lot of overlap, and certainly, knowing what capability you need to unlock will help drive that. Another key tenet is utilizing commercial software wherever possible. Through our experience, there are times when building and developing your own software makes sense, but wherever possible, we want to leverage commercial platforms to enable quick speed to market, and along with

that, limit the number of integration points. Every time there's an integration, this is where we tend to see issues pop up. And finally, everything is a balance. We really need to have flexibility in terms of what the platforms can do, but we don't want them to be overly complex. You have a small and agile organization, and we need to right-size the technology to fit that. I'm going to hand it over to Nick for the next slides.

IYENGAR:

Okay, thanks a lot, Jonathan. Ultimately, the goal of this navigator project is to provide you with a candid assessment of where you are now to learn a lot about where you want to go next. Then to help you put that roadmap in place so that you can do that in a way that's realistic and achievable and clearly ladders up to your priorities as an organization. What you're seeing on this slide is actually a good summary of what we heard from you in terms of where you want to go and what we saw from you in terms of where you are now.

As Jonathan mentioned, a lot of the fundamentals, the building blocks, are already in place, and so what we're thinking about a lot on our side is how do you start to activate some of those assets that you already have. For example, we want you to move into what we're calling true insights and forecasting, which is building on the more basic, more rudimentary, what we call operational reporting that you already have. So, the key point there is it's not that you have a fundamental lack of data from your marketing channels, for example, but that data is not necessarily being analyzed to the point where you've got really specific, clear, actionable insights coming out of it, right? Similarly, right now, the visitor experience is not personalized very much, if at all, but we've heard that's a clear organizational goal, and so we want to help you understand how to start doing things like AB testing and multi-varied experiments and optimization and personalization across the different touch points that you have with your audience.

Another thing we heard is that you actually have a lot of data. The challenge isn't that you're data poor. You have a lot of data, and you have a diverse set of stakeholder groups who you want to be transparent with and who you want to be able to share that data with, but conversely, you don't have a great platform for democratizing that data or visualizing that data, sharing it out more broadly. That's going to be an area of focus. And then lastly, as Jonathan touched on already, the marketing channels individually may be functioning very well, very efficiently, but they're also functioning very individually. They're not being managed from a people-first, audience-first standpoint, and so that's going to be a key piece. How do we go from a channel-driven approach to marketing to an audience-driven approach?

In the next slide, this is actually sort of a pleasant surprise for us, to be honest. A lot of times when we do these navigator sessions, we find that the marketing organization doesn't have a coherent documented framework for measurement, right? There's no agreement about what we're trying to optimize toward, why we're trying to optimize toward that. When we first engaged with the team here, we found that actually there is a really robust measurement framework in place already, and so we didn't actually have to do too much to it. We just wanted to add to what was already built. And incidentally, what you're seeing on the slide is what was already built before we got involved. The last piece that we want to layer into this is what you're seeing at the very, very bottom. In addition to being able to, for example, analyze all your data by media channel or by the location of the traveler, for example, we really want to be able to group these people into the audiences that you care about. That's kind of the capability that's missing, and that's the element to the measurement framework that was missing, but other than that, we think you have the right objectives. We think you're measuring your progress against those objectives with the right metrics, and then you have a lot of the key segments already. There are only minor additions here, not blowing this up and starting from scratch. That's great.

Now, on the next slide, what we wanted to get into is, based on everything that we've heard, everything that we've seen, our experience working with our portfolio of clients, we wanted to focus this in on a few key work streams that we recommend for you moving forward. Now, these are work streams that you can pursue in partnership with Cardinal Path, for example, or these are work streams that you can decide to resource internally or attack them some other way. We wanted to boil this down into a few key areas that we think you ought to be focusing on, and so you can see those here. One is moving beyond rote reporting and into true data analysis and even into forecasting. Analysis is that rearview mirror, what happened, what worked well, what didn't work so well, and how can we learn from that. Forecasting is looking out the windshield onto the road ahead, right, and what should we do next, what should we anticipate to happen. That's going to be a key one. The next one we already talked about. We really want to build in some capabilities around testing, optimization, performance improvement, personalization. Then we get into things like data visualization, dashboards, automating that work, and then finally, and this will probably be the most kind of aspirational, most challenging one, moving from that channel-based approach to the audience-based approach. What we've done is we've built a roadmap for you, and we look at it two different ways.

What you'll see on the next slide is these four key work streams layered out into a high-level 18-month plan, okay, and what you'll see is that some of these things are work streams that we think you can spin up more or less right away. Conversely, other works streams, because they require a bit more technology investment, for example, or a bit more strategic planning up front, are things that we don't expect you to be able to kick off right away. For example, instigating or implementing an ongoing program for data analysis. That's the kind of thing that we think that you could do anytime, whereas choosing the technology that you're going to need to support an audience-centric approach to all of your marketing, that's just a more serious undertaking fundamentally, and don't propose that you can have this done by next week, right? We try to take a realistic, achievable approach to attacking all four of these key work streams that you're seeing.

That's the 18-month plan. We also try to zoom in and show you in a bit more of a detailed way what we feel like your immediate next steps can be, an expansion of the 6 month roadmap. What you're seeing here is that a lot of these work streams begin with some basic kind of requirements gathering and strategic planning up front, and the idea there is essentially that, an ounce of prevention is worth a pound of cure. It's one thing for us to come in and design you a bunch of dashboards and all that kind of stuff, but we don't want the illusion of progress to be too alluring, right? We want to make sure all these things are driven by your requirements and your priorities, and so that's where most of these work streams start. But, with that, that's the roadmap in terms of how we think you can get from where you are now to where you want to be. I think we'll leave it there and open it up for any questions.

HUTCHISON: Great, thank you very much, and we've been following along here carefully with your materials in our binder here, and I'd like to start in Carson City. Commissioners, any questions at all about the Cardinal Path update, please?

NEWMAN: Yes, this is Don Newman. My question is what steps along the way tend to safeguard against something that may skew your path? For instance, here in the Reno area, Tesla has invaded the marketplace, and they decide to ramp up battery production, and Tesla and Panasonic suddenly increase their workforce. How do your analytics defend that?

IYENGAR: Jon, do you want to speak to that or should I?

FLANDER: I can kick off, Nick, and then, you jump in. I think the challenge when we think about and try to box in what we manage from a data and measurement standpoint is really to identify what we can actually track and measure against

and what we can impact as a result of that analysis. In terms of the market realities that you have and how those change, of course that's not something we can control and predict. Whether it's a workforce change, travelers cycles that boom in some years and slow down others, to try and take the data that's available in terms of some of the historical trends and leverage that in.

The majority of the data that you will be able to leverage will come from a combination of the research that's happening as well as the behavioral data. The behavioral data is what we can see your consumers are having when they interact with TravelNevada on the web or they interact with them on social or as a result of our paid media efforts. What we learn from that will drive some real insights and then you'll take those insights and make action. Those macro trends, and the one that you gave is a really good example, can certainly be a factor. I think when we've thought about the data and how we can do analysis, it's much more focused on your own data as an organization that you can control, if that answers your question.

NEWMAN: Yes, thank you.

HUTCHISON: Any other questions or follow-up in Carson City? Any questions here in Las Vegas? Commissioner Tull, please.

TULL: I think the opportunity to have audience integration in [inaudible] is the right way to go. I think that research-based approach has served us well in Southern Nevada and I think will serve us well as a whole. What would be interesting to look at in the analysis as we move forward, is what information data do we currently have that could be helpful to the stakeholders. They are on the same path we're on and there's synergy in that. I think the other thing that could be added to this whole mix is as we move forward, is what data does NCOT have, for example, that would be helpful to, the folks that are also selling travel to Nevada so that there can be some consistency where we can build that in. It's a good opportunity to build some support through stakeholders as well.

HUTCHISON: Thank you, Commissioner Tull. Any comments on Commissioner Tull's observation there, Mr. Flander, or Mr. Iyengar?

IYENGAR: I think it's a very good point and one that we agree with completely. The goal here when we define the audience is to get a better understanding of travelers and folks that are interested either in coming or advocating for others to come. When we talk about touch points, they should extend throughout the organization. So, totally agree that if we can get a really good sense on precise audiences and the messaging that works for them, that we want to push that

down into the field and anywhere that we can have that engagement, so totally agree, and a good point. Thank you.

HUTCHISON: Great, thank you. Any other comments or questions, Members of the Committee? All right, Mr. Peterson, any final comments before we wrap up this update? This is not an action item. This is simply by way of information.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. Absolutely, I appreciate Cathy's comment about looking at the other partner's data in addition to our own and seeing if we have any synergies between the data and consistency in the data. We will definitely take that into consideration as we move forward with this process.

HUTCHISON: Thank you very much. All right, if there's nothing else then we'll close out Agenda Item D.

Ad Copy Testing Research Update from Destination Analysts

HUTCHISON: We'll move on to Agenda Items E and F. For everybody's information, we are going to be removing Agenda Items E1 and F1 from this Agenda, and that will just move us right into Agenda E2. We'll be talking about the visual storytelling concepts and the Ad Copy Testing Research Update from Destination Analysts. Mr. Peterson, please start us off on this Agenda item as well.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. It's my privilege to introduce David Bratton, the Founder and Managing Director of Destination Analysts. He and his team have done the ad concept testing for the Aurel Baker spot as well as the David Low spot, both of which move us in the visual storytelling direction. With that, I'm going to turn it over to David to take kind of a high-level walk through of the research and address any questions that the Committee may have. So, with that, welcome, David.

BRATTON: Thank you, Dave. David Bratton with Destination Analysts. Thank you for giving me the opportunity to come out here to Carson. It's always a treat to be able to come over the hill from San Francisco and take a 40-minute flight and be in a place which is so visually and culturally different from where I'm normally at, and I think that's what travel is all about. You take yourself to a new place, and it elevates you to a happier, higher level of life, and it's such an easy trip. It's always so fun to be here, and thank you for giving us the chance to do this very interesting research. As you know, it's an advertising copy testing process that we put together to evaluate the ads and the ad concepts that Nevada has put together as well as compare it to a bunch of ads from other comparable states.

TravelNevada had a really interesting idea for how to put this research together, which we executed for them, and it was a three-step process. The first step was a quantitative survey, and what we did with this is we went out to a panel provider, and we talked to a representative sample of 300 adults, leisure travelers from 11 different states around the west and out in the east. There were all the western states, and we also included Texas, Illinois, Florida, and New York to get a sampling of that part of the world as well. And like I said, 300 in each market, 3,300 in total. We have a huge sample of travelers in this, and we showed them in this survey all of the ads that Nevada had put together in addition to ads from the states of California, Arizona, Utah, and Oregon. We were able to compare the work of different states as well both in video format, digital and print in all, and we're just going to show you a very limited piece of this today. We're going to talk about two ads, but the second step also covered all the ads in this testing, and it was a qualitative approach where we went online and we did in-depth one-hour interviews with 28 people from around the western United States, people who were frequent travelers, over 21, and had some degree of interest in visiting Nevada. You can see a picture up there of the environment. The woman on the left at the top is one of my staff members interviewing a woman who I believe is in Oregon, and she's watching the first ad I'm going to talk about today. We went through all the ads and just interviewed them, talked to them, kind of crawled into their head and tried to understand what they liked about the ads, what they didn't, and come up with ideas for making them better. The third step was a really fascinating step where we did a heat mapping test. We used an online tool where people would sit, literally, in front of their computer with their video camera, and the camera would watch where their eyes looked at the ad, and I'm going to show you a heat map for one of the things today, and it's a fascinating addition to this research.

Let's talk about the two. The first is the wilderness athlete ad, Aurel Baker's ad, and this data you see up here right now is for the print ad, and it's from the survey that we conducted. I'm going to show you in red here three different parts of the slide. Overall, this ad tested very well in terms of its appeal, its believability, and whether it made people more likely to want to visit Nevada. Almost two-thirds of people who saw this ad online in our survey said that they found it appealing or very appealing. 70.3% said it was believable or very believable, a really important part of an ad, right? If you don't buy it as something that's possible, it's not good, and one out of three said they felt it would make them more interested in visiting the state, which is great. The reason, and I'm going to talk about this in the qualitative section in a moment, the beauty. The ad shows scenic beauty in the state, and people are really into that. Actions that it might inspire. We asked a question about which of several

possible actions looking at this ad, would they be likely to do. Most of it revolved around getting online and either doing a search for Nevada or responding to the particular URL that's presented in the ad. So, that's a really good thing, because as we see in the qualitative, that getting people to take this step from looking at the ad and going online to do it is going to be really important. We asked the same questions about the video.

We had them watch the video, and they went through the same thing, and the results are very similar to what we saw in the print, a little better in terms of appeal, a little higher appeal, a little bit more believability in the video. This tends to typically happen. You know, video is engaging. You get into it, and people liked it, a little bit less, though, on the likelihood to actually visit Nevada, which is interesting. My sense of this is really because of the nature of the activity in the video is an extreme sport, and we had a number of people in the interviews that were like, oh, that looks really great, but I can't do that. You know, and I think that little nudge down in likelihood to visit probably comes from that, same reasons that they were more interested in visiting the beauty. Big time, that shows up in the qualitative, and it tended to get people, for the most part, interested in visiting websites to learn more about Nevada. So, let's talk a little bit about the qualitative testing, and this is really where a lot of the color comes in. As a researcher, we like to do both. We like to do the survey, because that shows you the outline of what's going on, but the qualitative really fills in the color of it, and this ad was really highly praised for its beauty and its engagement factor.

One of the things that the ad does is it does not have a soundtrack of somebody talking over, no music, anything like that, and that created a sense of intimacy and connection to this experience that the woman was having as she skis down this amazing mountain. People really, really like that as well as the fact that it portrays Nevada in a different light. This is really, really important, and we know this because we've worked with you guys for a long time, that your state, while extremely gorgeous and amazing, has tremendous assets all around it for tourism, that is not well known beyond Las Vegas, right? People just don't understand what's here, and this is not unique to Nevada, just so you know. We work with over 150 destinations around the world, and only the top tier destinations do we have high levels of familiarity with the tourism assets that are there, places like Las Vegas, San Francisco, New York, but most people just don't know anything about geography and things like that. Your state suffers from that, but this ad was interesting that it showed them a new side. No, Nevada is not just desert. It's not brown and dry. It has this beautiful, amazing scenery. That was really, really popular.

Then let's talk about the heat map. This is fascinating, and I'm going to show you this heat map in a second here, but I'd like you to pay attention to two things, because it's really important to look carefully at this to understand the next ad I'm going to talk about, which was a storyboard. It wasn't a fully developed video, because there's a point in there I want to make related to the heat map. But what you're going to see here is that the ad looks from the eyes of Aurel Baker, and you can see that people looking -- these 400 people that we had put through this test, looking where she's looking and seeing the breadth and scope of this experience. Let's play it?

BRATTON:

So, obviously, that red portion you see there is where most of the eyes are going. One of the things that I really want you to pay attention to is when two things are happening on the screen at the same time, it tends to go to one, then it goes to the other, limiting the amount of eye time that either one has, and I'll point out why that's important in a minute. But, this ad did really well in a relative sense. Like I said, we tested it in the survey against all the ads from these other states, and it was one of the top performing ads.

So, big thumbs up for this ad. We also then went to the next ad, which is the David Low ad, and these are the results from the print part of the test. The print ad was fully developed, and you can see that the results are very similar to what we saw with Aurel Baker. You know, 60% of people in the survey said it was either an appealing or very appealing ad. 72.7% said it was believable or very believable, and about a third, again, 34.8%, said that it made them more interested or much more interested in visiting Nevada. The reasons that they were more interesting were very different in this one, though. It wasn't the scenic beauty so much as that it gave them a sense that there was a lot to do in this outdoor, exciting place, a different sense entirely. But the actions that they felt they would do after seeing the ad were very similar and all revolved around getting online and learning more about Nevada either just doing a Google search or going to travelnevada.com. So, good results on the print, but we didn't have a video to test. I don't have a fun heat map to show you, but we did go through and we showed them what's called a storyboard, which shows the different steps in a potential ad, and a couple of stats here on this.

In the survey, we had them look at the storyboard, and we asked them how well the story depicts Nevada, and you see the vast majority of people feel that the story in general depicts the state well, 29.4% very well, 45% well. Very few felt it didn't give a good portrayal of the state, and about half, 48%, said that this character that they were reading about in the storyboard made them more interested in visiting. There's a lot of potential here from what we can see in the qualitative side. In the quantitative, this was interesting, because this is not

developed yet, and one of the things we wanted to get out of this research was to give you guys ideas for how to make it better, you know, how to tweak it out and make this thing really pop. The first thing we took away from the qualitative assessment we did of it was that it has the same potential, basically, that the Aurel Baker ad has in the sense that if it's done with the sound in the same way and is story-building. It has the potential to create that sense of intimacy and connection to the experience that David Low is having, the audience will respond to it.

Some of the things that I wanted you to note about this ad as you move forward in terms of making the video work really well, first of all, the storyboard, you can see three clips from it, but it's a fairly long storyboard. It starts off with David inside, and he's pouring coffee and doing stuff, and the real star of the show, though, needs to be Nevada, not pouring coffee. The sense from the qualitative side was that this part could overwhelm the ad if there's too much before he gets out and starts experiencing the star of the show. Also, you can see up here, and this is why I wanted to point out that heat mapping thing, you can see there's a coffee being poured up in the right of the top picture, and down at the left, there's a really small indication that David Low is a park ranger. Remember what we saw in those ads, that when there are two things going on, you go to one, then you go to another. Most likely in this case, it's going to be the coffee, and then they're going to take a quick glance down at David Low. The ad may be lost on people a little bit if they don't know who this guy is as they go through the story that he's experiencing.

So, keep that in mind as you develop it, that you really want them to know this guy is a park ranger and what he's up to, and that might be a point of problem if it's not dealt with correctly. The connection between Nevada and tourism here, the tourism side of this ad could potentially be lost, too, depending on how it's developed, but you need to think about that carefully as you develop it. Also, we really feel like this ad, as you get to the end of it, like the Aurel Baker ad, you want to know what's going on next. You know, with Aurel, there's this massive experience in front of her. This one wasn't quite as clear what it was that the viewer would experience. So, think about that a bit as you move forward, and also, this thing is important, too. We love the excitement of the lone wolf adventure, you know, that really cool thing, but when people think about the travel that they want to do, very few people want to go do crazy, extreme, outdoor, lonely stuff. They want to be around other people and things. So, as you develop the creative here, you might want to think about ways to engage David in some way with other folks, whether he sees them along the path or whatever. That might be something to consider at least as you move forward. That is the end of my slides here on these two ads. Thank you.

HUTCHISON: Great, Mr. Bratton. Thank you very much for your presentation and for the information on the Destination Analysts evaluation of both of these ad campaigns. Any questions or comments, observations among Members of the Committee here in Las Vegas?

TULL: Just a question on clarification. So, what happens next with the ads that were tested?

HUTCHISON: Yeah, so, what is next?

PETERSON: Lieutenant Governor, this is Dave Peterson for the record. I'm going to have Brenda Nebesky address that.

HUTCHISON: Thank you.

NEBESKY: For the record, Brenda Nebesky, Interim Deputy Director. Our plan now is to redraft the storyboards based on Destination Analysts testing and just refine the message. Then we'll move into production to replace the Aurel spot in late April.

HUTCHISON: Great, thank you, and then will that be brought back to the Committee or to the Commission or what's the plan once the storyboards have been updated?

NEBESKY: We can certainly update you with the storyboards as they're refined and get back to you with those.

HUTCHISON: Okay, great. Thank you very much, and anyone in Carson City, Members of the Committee, any questions there in Carson City or comments?

CUNNINGHAM: I have a question. Jennifer Cunningham for the record. For David, on the Aurel Baker ad video, some of the comments were described by your research panel as too strenuous and action-packed. Are there less strenuous activities? I'm interested in family adventures, not lone wolf adventures, which you kind of referenced. How concerning is that that we aren't making that connection with the audience? We may be alienating them, and they're saying, oh, Nevada is beautiful, and what a beautiful ad, but they don't see themselves in that action. What's your thought on that?

BRATTON: That gets to the heart of one of the most difficult things about destination ad development, and that's finding a balance between creating a compelling picture of the place and educating people about the opportunities that are

available there, which quite frankly is much easier to do on a great website than in a ten, 20, 30-second spot. People respond very strongly to lots of activities going on. They like it, but still they want a definitive resource to go to, to explore more about it. I would say it's concerning in a sense, but as long as you can get people to go to the websites, that's probably the best way to deal with it. The other side, you know, an ad that has tons of stuff going on can be fun, but it may not really develop that wow factor that the Aurel Baker as does.

CUNNINGHAM: May look like every other destination, in other words.

BRATTON: Yeah, exactly.

CUNNINGHAM: Thank you.

HUTCHISON: Thank you. Mr. Bratton, I have a follow-up question based on Jennifer's comment there. So, these percentages and this analysis is based on -- how big is the universe in terms of people who were interviewed and polled and evaluated, these ads? Would you say, 28?

BRATTON: Yes, it was 11 states, 300 in each state, so 3,300 adult travelers in total.

HUTCHISON: So, repeat that again in terms of how many total.

BRATTON: 3,300 total sample size for the data you're looking at there.

HUTCHISON: Okay, and so my question is, are you confident that with that sample size, that we are understanding the attitudes and the reactions of travelers who we are targeting with TravelNevada and with the Nevada Commission on Tourism? Are we confident that, we've captured that universe, because I assume these would play different, depending on, obviously, which audiences you play them to or which ones you present them to. College students are going to react far differently than, you know, baby boomers. So, I guess what's the control mechanism to ensure that that population adequately reflects the target audiences and the target customers who we've been going after with TravelNevada?

BRATTON: Yeah, that's a great question. The idea behind the sampling that we did is to collect a representative sample of each state that's based on the demography and the geography of each state, trying to present the survey to a group of people that was reflective of that state's population and then screen out people who didn't travel, non-traveler types. Ultimately, the overall sample would be reflective of the norm in the state. We certainly can and have done, you know,

segmentation analysis, and this data will be available at TravelNevada when you want to dig deeper into how millennials think about the ads, and we've done that already, or retired folks or people with kids, things like that. So, it's just a little too much to present in one slide deck now.

HUTCHISON: Thank you. Any other questions or comments, Members of the Committee? All right, Mr. Bratton, thank you very much.

BRATTON: Thank you all.

HUTCHISON: All right, that takes us then out of Agenda Item E and moves us to Agenda Item F.

New Creative Roll-Out FY18

HUTCHISON: Mr. Peterson, I will turn the time over to you to take us to F2, Review and Approval of Concept of New Broadcast Spot Based on the Visual Storytelling, our New Creative Roll-out for Fiscal Year '18.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. I'm going to turn this over to Brenda Nebesky to set everything up with the Fahlgren Mortine team for Agenda Item F2.

NEBESKY: For the record, Brenda Nebesky. We have key members of the Fahlgren Mortine team with us today, and they'll give us an update on both our Always On campaign, which has been underway since November, which now offers monthly reporting on performance, and also a preview of upcoming creative direction. I'll let the team introduce themselves as they step through the presentation.

MCDONALD: Great, thank you, Brenda. Good morning. For the record, I'm Marty McDonald, and it is always a treat to be back and especially at a time like this. We've really got two parts of our presentation today that we want to talk about. First, it's the how'd we do, now especially at an exciting time like this. We've now officially moved or had that pivot into the Always On approach. We're excited to share with you how that's performing and what difference that's made. It's nice when we can isolate a fundamental change in our program and then look at performance from the last time when we were really doing those two bigger campaign pulses. We'll be taking a quick look back. You know, we don't want to spend too much time looking back, but we like to say we should at least check our mirrors and see how we did. We'll share with you first performance and past performance on the paid media side, and then part two of our

presentation, we'll quickly give you more context and talk about that big resolve. Based on all of the findings, feedback, concerns, pitfalls, strengths that we heard from testing, how do we now move forward? We'll paint a clear picture of that for you quickly so that you're informed in a place to help weigh in on broadcast and where we go next.

A quick look at what you'll see in more granular steps, first that quick look back at the Always On results. We'll go through evolution and remind everyone. I always like to do that anchoring in slide of where we've been since we came to the scene with "Don't Fence Me In," how we're evolving, and the choices we're making. We'll look at creative, broadcast, paid media, what's next, a couple considerations for future, and then public relations. We're not going to go into a program overview. It's really just a couple of key points to show you in context the whole program and how it all connects, and then we'll drill in on three specific goals before we leave today. With that, I'll turn things over to Carissa Richardson from our team to take you through paid media.

RICHARDSON:

Hi, this is Carissa Richardson. I'm the Media Planning Director for Fahlgren Mortine. We've had some really exciting results with the Always On campaign so far, so we just wanted to give you some of those top line. I think most exciting is we've been driving traffic to the site, but now we're really starting to see this huge uptick in engagement, so pages per visit, average session durations, those visitor-guided downloads and eNewsletter signups, really the key metrics that are showing intent to travel that we've been wanting to see go up. We're starting to see this huge uptick, which is really showing that not only are we driving traffic to the site, we're really getting our audience to engage and want to learn more.

We wanted to pull out some of the most exciting highlights of who we've partnered with and what we're doing right now. We have three here to show you. Starting with Atlas Obscura. We're working on a fellowship with them which you'll recognize from last year when we did one with an artist we partnered with. They did "The Loneliest Highway" and came up with a piece of art afterwards. We got a lot of feedback from artists during that process that they really wanted to team up, and so we decided this year to move ahead and let them do it in pairs. So far, it has been a great decision. We actually had about 50 more applicants this year than we had last year. I think we're narrowing down on selecting a finalist or have select a finalist. That is moving, and we're really excited to see what comes out of that this year based on what we got last year.

Next, we are really looking at more interaction on social media. Instead of just traditional ads, we do have an eNewsletter ad, so we're driving people to sign up for the eNewsletter, which has seen great success, but that's more of just a static ad. We're also working on these engaging Facebook Canvas ads and Instagram story ads. The numbers here have been huge. Really, the creative is unique and compelling, and people are clicking on it and spending a ton of time with it, even by Facebook's benchmarks.

We've been really happy, and I wanted to show you an example of one of those so that you can see. Here on the left, the Facebook Canvas ad. You can scroll down. You can scroll side-to-side. There's video that plays within it. It's just a really engaging experience, especially for people that are really in that dreaming stage, really drawing them in and showing them all the things that we have to offer. It's a really great way to do that.

All right, I think I'll go to the next slide. I think you get the picture with that. The next amazing thing we're so excited is with the sponsored listening. We're using the 360 video with Pandora. This is actually one of the first times Pandora has executed this ever, and we were actually told that they showed this at their national conference to all their salespeople because of the success it's drawn. It's blown all of their benchmarks out of the water. They're really, really excited about it. People are spending about 40 minutes of time once they're in the ad with engaging with the experience, which is an outstanding number. We're also seeing the engagement with our ad is over double their benchmark, and of the people who begin the experience, 98% of them complete it, which is an amazing number. We wanted to show you a video of how it exactly works.

An ad pops up that says you can start an hour of uninterrupted listening if you engage with the 360 video. So, they tap into that. They can tilt their phone. Sorry, there's a photo over top of it, but you can tilt it around. You can see the landscape of the 360 image. There's hotspots you can click on to learn more information, and it basically says an event or a place and how far it is away from where they're at, at that point. The ad gives some context stuff. If you're in Vegas, this is only 40 minutes away. So, it's really a great way to get them to see how close everything is and how to get out and explore. After they're done interacting with that for 15 seconds, they get to go on and have an hour of uninterrupted listening, no commercials, and that's courtesy of TravelNevada, and a banner stays at the top for that whole hour that says you're not hearing commercials right now because of TravelNevada. It's a really great way to engage and to show people all that Nevada has to offer and then offer them something in return.

NEWMAN: Not to break your train of thought, but I'm going to break your train of thought. If we go back to the David Low piece, the page 2, or the second picture of David walking through the desert should actually be [inaudible] this dish should have David there, not out in the middle of nowhere walking down a trail. So, sorry to jump around, but this grabs me, and that doesn't. So, just backward note, and sorry to break your train of thought, but thank you.

RICHARDSON: I think we're going to play it again without the image over it if you want to. No, you're fine. It is a really cool experience, and we can also send this to you so you have the video file and can watch it yourself. It's when you click on it, that you get the more experience that pops out. All right, I think that's it for me. Are there any questions?

HUTCHISON: Thank you. Any questions, Committee Members? How do people get there? Do they go to Pandora, are they Pandora subscribers, how do they get to that spot?

RICHARDSON: They'll be listening to just their regular Pandora channel, and it's almost like an advertisement that pops up, but it says to them if you do listen to this advertisement and engage, you won't have any more ads for another hour. So, it's just in the course of their regular streaming.

HUTCHISON: Great, thank you. Any other questions, Committee Members, for Ms. Richardson, or Ms. McDonald, you got a part two, I think, right?

RICHARDSON: Yes, thank you. Marty –

HUTCHISON: Thank you.

MCDONALD: Marty McDonald for the record. Part two is where we go from here. I always like to give us that anchor of where we've been and how we're evolving “Don't Fence Me In.” So, on the next slide here, you'll see that quick reminder, and some of these are grayed out, because you've seen them plenty of times from me, I think every time I've been at this podium, but in fiscal '15, we began with “Don't Fence Me In,” you probably remember that spot. It was using The Killers track, really kind of more of a music video treatment to show a lot of different kinds of experiences. In fiscal '16 is when we introduced the character treatment. You know, we really brought those characters into the fold in a meaningful way to drill in on that authenticity of experience.

Then in '17, we dialed in on that further into these really authentic characters and experiences being front and center. I'm a person who likes to use

metaphors and analogies. We spent time on the phone with the TravelNevada team. There's a lot more to the body of research that Destination Analysts presented than you saw today. We're really making sure that we spent time understanding and honoring that research. We asked Destination Analysts, are we hearing this right? And what we found, the metaphor is that, it's like you're at the eye doctor getting the exam, and the prescription keeps getting better and better as you dial something into a sharp focus until it stops getting better and it starts to get worse. What we've been doing intentionally is drilling in that focus to gain authenticity in this campaign. We've been drilling in focus on the character to the point where we have now dialed it to the point where they want to see more of the experience. So, we need to soften approach on character and dial up experience, and that's really been our strategy all along, is we knew there would be that tipping point where the experience and the character need to achieve that perfect balance. We think we're there, and that's the change and the pivot you're going to see in the campaign.

In fiscal '17, again, that's where those authentic characters really came to the forefront, and we also launched in terms of a big body -- the TV spot is not all that we do, certainly. If you look at the body of content, we're also doing an insider series, an insider's look at real characters and their backstory. For those who want more of that character backstory, we have it. We're making balancing choices.

Where we go next in fiscal '18 and '19 is really maintaining the focus on those authentic characters, but putting the spotlight going forward on those moments. It's those DFMI moments. In terms of choice of venue and setting, you both asked this question, Jennifer and Don have acknowledged this, about, how much should we be concerned about resonating. You know, is this experience too extreme? Does it resonate? First, we've got to break through, but now we've got to make choices. I think we've achieved depth in resonating with our character and breaking through to get their attention in the first place. Now our job becomes broadening out, understanding of what all there is to do in the body of Nevada. Where we go next is we'll show different things, and we think it's important that the next choice we make is a more accessible activity with David Low. You'll see that play out. You'll see the body of work.

We're going to click through the next few creative treatments quickly to give you a sense of what else is going on beyond just broadcast and television, but in content, marketing. It's exciting, too, to have heard and spent time understanding Cardinal Path and their assessment, because they're moving us, helping us move from a technical perspective into an omnichannel environment. Our content needs to be ready to meet us there, and we think our content is

already probably more advanced than the technical environment. You'll see that play out as well as the ability to envision some of this content in a personalization setting. We actually think the content is evolving at a little faster pace than the technology, so we think this is all going to come together beautifully. With that, I'll turn things over to our Creative Director, Mark.

WESTMAN:

Hi, this is Mark Westman for the record, Creative Director at Fahlgren Mortine. Building off what Marty said, I think one of the great things at this point, we are always looking at what are we listening to from website analytics to testing analytics, to working very closely with the TravelNevada team and what is happening. This first slide is an indication of modern storytelling, which is really hand-in-hand with omnichannel marketing.

One of the things we're excited about in this recent past few months is having enough assets to tell stories in the way that consumers would like to absorb that story and those mediums versus an older style of taking one headline, one message, one video, and resizing it and putting it in multi-channels and kind of forcing it there. But here, we have a broadcast spot that was developed to breakthrough and tease at that level. We have a social video that was customized just a little bit for that medium to connect and continue to drive the website. It appeared in rich media banners and in print, the story of Aurel Baker and some of the things that she offers. But is it compelling enough to go to travelnevada.com, and more specifically, to jump into something that would give you follow-through on that with more about Aurel, more about those types of activities so you're not limited to just heli-skiing. You'll see more on that later, but that's what we're moving towards and what you'll see reflected in the creative here. Those are a bunch of arrows to make sure that you know all that stuff goes to the right place.

Opportunities for 2018 that we're going to focus on, new broadcast. We talked a lot about that. Visual storytelling, that's going to apply not just to how we make videos, but you'll see some thoughts on how it will apply to other places, too. User generated content is another opportunity that we see can build that authenticity and is something that we've not tapped into really in the paid environment, but we use it, the TravelNevada team uses it in their social channel, and then syndicate more paid social stories. Carissa took you through some really great media metrics that are showing up with Canvas or with Instagram stories. So, I apologize. When you see the slides, you'll see a lot of phone mockups, but it's because we're driving things that are very mobile first, and they're very exciting storytelling mediums to our audience. They don't always represent that great on the slides, but hopefully, we've seen enough to show that they are very powerful.

Broadcast testing, we talked about Aurel, what that was, and David Low. What will be positive about this in the sense of building on those. What is a moment for David Low? It's not adrenaline rush, exciting adventure, but it is a more personal, internal, I think, excitement. It would be building that juxtaposition between the urban environment and what you're moving away from.

We put together a few rough storyboards that would move us towards the direction we want to go. If we follow a little bit of his journey on the way to where he's going and see a few things along the way in an audio standpoint. If you hear more city sounds, urban sounds, things that start to fall away, because his journey is taking him to a vista that is perfect in the sense that sometimes the place we're visiting is about what it doesn't have. It's in stark contrast to the Aurel spot, and it builds on a series, and it's not the only way to tell it. Now we have two ways to tell that story, and it will create that simple visual storytelling and the appropriate drama for what would be beautiful about what David Low represents, and it's not just Spring Mountain Ranch or even Redrock Conservation Area. It's about a gateway to natural Nevada and a broader sense of state parks that I'll show you a little bit later.

I'll let this slide sit for a little bit, because there's some nuance in it, visual storytelling. There's some recent technology that we'd like to apply to images that we've taken and some that we'd take in the future that will enhance the moment or your feeling of that moment. If you look closely at these slides, you can see, like, the jetpack rider, the steam and the froth is coming out. The skies are moving. The dust is moving. Flames are moving. It's what is now an easy technique to bring to life that's supported in social and digital, and it will be a way to enhance even our very, very simple ads.

UGC content. We're putting together a series that we're calling Binge Watch. This to play off a little bit on how people do absorb content on Netflix or HBO. That kind of pile through it and identify those authentic moments that people have already shared in social, ask for permission, and use them as part of a content series that can broaden out how we talk about a range of events from arts and culture, weird Nevada, beautiful and scenic things, night skies. There's a lot of opportunity here.

And then, paid social stories. We talked about syndicating more stories and using paid social as a stronger vehicle. We've shown here what could be a multi-panel ad that you'd scroll through. You see some of that technique where while it's a static image, we can see some of the clouds moving. You get a sense

that it starts to give it the sense of a video snapshot, even though it's just a still picture.

We want to keep on theme. We want don't want to lose sight as we do all these different ads and units and content-focused approaches that we are staying focused on. Everything ladders back up to "Don't Fence Me In," and we really want that consumer to feel like their coming to Nevada gives them that ability to do bigger things in bigger portions.

Outdoors. The four content bucket opportunities I'll take you through, aligned very closely with what the TravelNevada team is doing on their effort, too, so that we have a great synergy between what's happening in your social and owned spaces and what's happening in the paid space so that we're working on a coordinated effort. Outdoors, we have David Low material, videos, print, talked about UGC, if we have the opportunity to bring together, say, night skies, maybe from another location, and then indicating another great use of the Canvas ad. I'll go through some of those very quickly.

We know the print ad. We did make some modifications to shorten up the copy on it so that it improves based on the heat map testing we showed and start to maybe trim the copy to be more focused on what Nevada offers, not as much backstory on David Low, because that's maybe not as important here. The Canvas ad builds off something that Carissa just played. But if David Low is my access to natural Nevada, he can also be -- when I want to explore more about that, it's not just one area of the state or something that he's a part of, but we could broaden out to Lake Tahoe, Great Basin, Spring Valley, Spring Mountain Ranch. We could choose other places, and as you swipe and go through this ad, it gives you different panoramic 360 views, other content about it. It becomes a very kind of mini-experience to jump you into what the consumer is looking for even if they don't go straight to the website, but it starts to build that interest and specificity and personalization, hopefully.

Road trips have been great content area for us. We're doing several new ones. We want to, at a simple level, enhance some of the imagery in it, but then also take some of our newer ad units and make a really great way to scroll through, where does that road trip take you. It's a very visual experience. We can make a custom one for each one, whether kind of mapping where the road literally goes in the top one. We're starting to give you those snapshots that almost feel like a photo album that you're posting from social, the things that you've seen.

I'll let that slide sit there. Again, this was just a way to add visual umph to even the most basic link post, and if I can give you the sense that the road is moving,

the clouds are moving, I think it can make it a little bit more engaging to break through all the other advertising that is in Facebook or Instagram.

Another content bucket, insider arts and culture. We started with a mural artist. There's a recent insider video about a great bartender at Atomic Liquors on Fremont Street with a story about Atomic tourism that's super fascinating. It's a great opportunity to build out that as another execution to talk more about than just one mural artist in one part of the state. We're looking to also streamline communications about this content bucket that maybe it's a little less about Eric Burke and more about what we see when we come to Nevada and that it's a little bit more about living outside the lines. There's this very creative and inspirational vibe that exists here, and we could build off this into a user-generated populated gallery block.

So, instead of just about one artist and one type of mural, could we build out something that's the Reno Arts District and make that a powerful unit?

We're showing a little snapshot of Atomic Liquors. We put it under the mast head of "they built the bomb, we build the bar," a great way to get you onto Fremont Street. It also rounds out the types of activities from skiing and mountains, natural Nevada, and now a little bit more cultural experience so that we're attacking the needs of the potential traveler from multiple angles, not just one particular area.

Weird Nevada came about from listening very hard to the team at TravelNevada, that it was something that was doing really well. There's existing content on the website that populates that. How can we bring that more into paid advertising? There are a few examples that we're creating your level of weirdness on Instagram, that as we go through different activities through the state, you know, how does it register on a, essentially, you know, one to five scale on how weird it is, to give you a breadth of opportunities and a little bit more narrow topic.

Then we love the idea of creating something for a little more engaging draw. Following ghost hunting and making that an augmented reality experience! What better use of that type of technology than the ability to only see the ghost through your phone and through an app? You can literally ghost hunt as opposed to say "my uncle's friend's brother, slept on the 13th floor and definitely saw the ghost." Now anyone has the opportunity to find it if you go to the location if you visit. It gives some credibility by gamifying it a little bit. So, I'm sure it won't work as easily as it did on this slide connection. We'll have a few questions to answer, but we think it could be really powerful.

Travelnevada.com. So went to omnichannel marketing, and as we look to improve how we visually tell our stories, we organize what we're telling. We know we're driving to travelnevada.com, and we want to make sure that we're giving the best options to further your search. So, if you did find Aurel Baker interesting and you drive to travelnevada.com, what we're showing here is we want to expand what you're able to see and what the team can customize with less barriers so that it could show what are all the snow sports available in Nevada. It could be skiing all over the state at different levels. It could be snowshoeing. It could be other activities, ice skating, Lake Tahoe. There's so many other things that it doesn't limit you to, heliskiing for example. Again, with something like Atomic Liquors on Fremont Street, could it bring in some of those weird Nevada things, cultural things, mural things, David Low, all the state parks, national parks, ways to get outdoors? We have ways that they become not about the character, but what the character offers us and what they unlock for us is important.

Those are the creative needs we wanted to focus on. Pursuing new broadcast and bringing that David Low story to life as strongly and brilliantly as it can be, a few tweaks to print to make sure that we're not too much about the characters and we're about Nevada. Travelnevada.com homepage videos, I've indicated there's some new insider video and I think one more on the docket, and then we look to leverage what can we pull out of that and bring into paid media to help support that. Social, we showed a lot of paid social ideas, and the UGC content series is something new, too, to create a new content string that we can lean into that will give a nice, robust, and rounded out way to drive to the audience and customer needs. That takes us to paid media.

RICHARDSON:

This is Carissa Richardson, Media Director at Fahlgren Mortine. I know paid media is an ever-changing environment. We don't want to rest on our laurels. The things that we're doing are performing really well, but there's always going to be that next best thing. We wanted to just give you a look into some of the things we're bombarded with every day, the best of the best that we're seeing emerging from that. Things we think could be something to keep in mind for the future.

One of those things is really taking this 360 video assets that we have and figuring out new ways to use it. We have a partner that's able to actually serve that video into VR headsets. VR headsets are getting to be more and more popular for consuming content. That's something we definitely want to keep an eye on as maybe another channel that we can reach people by. Also, podcasting is obviously becoming more and more popular, but more excitingly,

it's becoming most popular with millennial males who are really hard to engage with to make them feel like you're an authentic brand. We think podcasting, and specifically, contextually relevant podcasting, and serving the brand into that in an authentic way. Whether that's live reads or actually being a part of the content within the podcast could be a really exciting next step. Finding those right partners that align well with the brand so that we can develop some good content there. Those are two things we're looking ahead at, and then I will pass it over to Marty, who's going to kind of give you an overview.

MCDONALD:

Thank you. Marty McDonald for the record. Just to close us out, like I said earlier, just a couple slides on public relations and earned media, and again, not to give you a program overview, but just to show another couple examples of how this all connects. I just wanted to shine a spotlight on a couple of the choices that we've made on the earned side that connect to these content buckets, pillars, themes that you've heard throughout the program and throughout the creative evolution and where we plan to go. Grit & Gravel was a press trip that we had, and it was really designed to help pull through some of those same content themes. We want to get our writers, our influencers who carry a lot of influence, weight and credibility into the state to experience real Nevada. Give them the same experiences, take them off-road and pay off that line that we often use in creative of "Where the road ends, Nevada begins." We went off-road, we did some adventure things. Everyone loves this shot of standing in the middle of the road or laying down on it, no traffic coming. This just shows some of the coverage that we generated and those same themes pulling through in headlines.

Similarly, on road trips. Here is an example you probably saw in the last month or so. Some major news themes that had nothing to do with travel, nothing specifically to do with Nevada, but it was an admission that our federal government was spending money on alien research and UFOs. We jumped on that headline which is part of our approach of keeping our eyes up on the world of what's going on around us and where to find opportunity. We knew that there was a great intersection here of things we could talk about, UFOs, weird Nevada, some of these same content themes. So, we pitched that idea to the TravelNevada team on one of our status calls. We have this Extraterrestrial Highway, how can take advantage of these themes that are already happening? The TravelNevada team came up with this wonderful idea to repurpose the Extraterrestrial Highway and market it to aliens, to UFOs who might want to visit Nevada. It was a completely fictional spin, a little different twist on the road trip experience we already had, and it quickly generated coverage and interest for us with some of the themes you see here. We're also talking with Newsweek, Wall Street Journal right now. We've got some great national

interest. So, again, only here to show you an illustration of how this all connects in terms of content and story.

The last slide is on some key findings. We think what we're doing is working really well. As you can see, there's more complexity coming into the program, more things we're doing, more choices we're making, more pieces of creative we need to make, and that's part of a more mature and more robust content program. Always On is certainly helping. These are some of the TNS findings from our most recent IMC and IME study about general paid awareness being -- Nevada is ranked second really only to California, maintaining a wide gap over the other four. Awareness remains stellar at 75%, awareness with exposure to our campaign. The ad is clearly elevates future intent to visit Nevada. We're educating people about what there is here that they didn't already know. The study also looks at combinations that are powerful. The combinations that are working hardest for us are the combinations when our consumers are being served TV and video with digital and print with digital. That digital component has got to be at the forefront of everything we do. Recall and exposure is increasing year over year in owned and earned. The praise in general for the residents of "Don't Fence Me In" and what that's about with our audience is really high, and those who recognize travelnevada.com, of those, 99% feel that the website creates positive impact. I just wanted to call out a few of the findings there as we wrap things up. That concludes our summary, and we will turn things back to Director Peterson to move us to a possible action.

PETERSON: Thank you, Marty. Lieutenant Governor, with this being an action item, we'd look forward to a motion to approve the David Low visual storytelling concept by the Committee, please.

HUTCHISON: All right, Mr. Peterson, thank you very much. Before we do that, the motion is to approve the David Low concept new broadcast spot based on what we've just seen with the visual storytelling. Is that the motion we've got to consider?

PETERSON: For the record, David Peterson, yes.

HUTCHISON: Before we do that, Members of the Committee, any questions for Ms. McDonald, Ms. Richardson, or Mr. Westman based on their presentation and their information?

TULL: I'm curious on how much print are we doing?

RICHARDSON: Hi, this is Carissa Richardson. We are right now currently doing a little bit more this year than we have in the past. We are running three insertions with

Outside Magazine. One is an advertorial spread. I believe the same with *Backpacker*. We're doing three, and one is an advertorial spread, and then we're running with NHL yearbooks on the west coast and surrounding markets, and I think that's it -- *Lonely Planet*, yeah, and *Nevada Magazine*. We're doing quite a bit this year, more than we did last year, but we're integrating it with the digital components.

HUTCHISON: This is Mark Hutchison. Quick question on the findings slide just to get a feel for it. You say that in the general paid ad awareness, Nevada ranked second. We're trailing California, but what does general paid ad awareness really mean? Does that mean people just recognize Nevada and have a feel for it?

MCDONALD: In a nutshell, yes. Yeah, I think it is.

HUTCHISON: And so, how do we know the reason for that? Is that because of our marketing efforts with this ad campaign or is it because people know Nevada through, you know, Las Vegas and it's a great state to go gamble in?

MCDONALD: Okay. Let me look specifically at the wording here, but yes, I mean, it's a fairly general. I think it's important for us to do that comparative testing. I think it's important to introduce a "when compared to" in the methodology. I don't want to speak on behalf of methodology. Kyle, you're more than welcome to come up if you like, if you could add more context on this. But I think it's a measure too of moving the needle and educating more so than just driving awareness. Are you understanding more about Nevada than you previously did, and then how do we compare with your understanding of other states?

HUTCHISON: I guess my overall just curiosity question is, there's a lot of different sources for ads and awareness for Nevada. The Convention Authority has spent a ton of money both north and south. Are these findings focused on TravelNevada and what we're doing here with our Commission or Committee or it's just more general awareness? And if it's just more general awareness, does that really give us any information in terms of our ad campaigns.

PETERSON: Lieutenant Governor, for the record, this is David Peterson. If I could just jump in for a second. In our integrated marketing communications effectiveness studies, we do look on a general level initially, just Nevada specifically, and our competitive set, but then we drill in on our specific ads. Those are the ads that are actually shown in the study itself. This was definitely just a general look at Nevada compared to the surrounding states, but we do take a deep dive on all of the ads that were included in the campaigns. You're looking at last fiscal year, so that would have been the fall-winter campaign and the spring-summer

campaign. Obviously, with this fiscal year now, we're Always On, right? We're measuring at the end of each month. That was just a statement about general awareness of Nevada against its competitive set, but there's a deeper dive where we look at each of the specific ads that were measured. They were either tagged or they were the television spots or were the print ads. So, if that helps clarify things. You would see another 15-20 slides here in this research which would walk through each of the ads that ran during fiscal '17. There is a lot more detail, and as we finalize the reports on the fiscal year for '17, we'll get that out to the marketing committee so you all can see that detail.

HUTCHISON: Great. Thank you, Mr. Peterson. All right, any other questions, Committee Members, for Ms. McDonald or anyone else on her team?

NEWMAN: This is Don Newman. I just have a couple of comments. As we've gone through this and these wide range of programs, I mean, I stop and think. Just recently we had the Super Bowl on TV, and everybody watches it for the ads. We don't always look at the pictures. Some of those ads, you sit and look and say they paid somebody to do that? We have a limited amount of dollars and a vast array of territory that we need to cover, and I think that if David Low is our person, is our campaign, he has to be that figure of authority. David Low is going to suggest that you're here or you're there. I love the state parks mobile app. I think maybe if we expand, but is David Low, the park ranger, going to fit into Southern Nevada? We have to recognize the gateways. We have to recognize Las Vegas is where it's all beginning. Reno is where it's all beginning for the northern side for our northern California friends who are coming through, and then hub and spoke from here. We've got Redrock Canyon now, but do people know that's only say 50 minutes or so away? You know, how do I get there? Do I know that it's that close to where I'm going? Do people really understand that Lake Tahoe is really not that far from Reno? Is Carson City, Virginia City? So, again, hub and spoke. How do we build David Low to be this authoritarian figure to say, hey, see the rest?

Now, I love on this slide, road trips, where our comment is if you've ever driven across I-80 in Nevada, it's easy to assume there isn't much to explore a long stretch of interstate. That is, until you know where to look. Our job here is to tell people that they have to know where to look. So, just taking that quote, so if you take out I-80 and say if you've ever driven across Nevada, we don't want to say it's easy to assume. That's like the best kept secret. I hate that. We want to say it's hard to assume you're not going to find this, that, and whatever it is. I think as we build these, we really need to bring forth to people that this is there. It's not that far away. Sensory overload, I mean, you can just get so burned out. Things that we have that are natural to us is Cleveland, Chicago,

right now, is not a fun place to be running around in shorts and a T-shirt, but southern Nevada right now is. Take them out of their element. Does David Low do that? How do you do that, maybe he's a lifeguard with a whistle? There's so many -- you can get so muddled in this process. So, what do we focus in on, because we're really spreading ourselves thin with all of this information that we have. Looking at the sand dunes, as a traveler, can I go rent this four-wheeler and go experience these sand dunes or is this their four-wheeler and I have to bring it with me? We have to have that connectability. I want to go do this, but I can't because I didn't bring mine. We need to make sure we're covering that in our message, but I really think we're headed in a good direction. I think we need to just continue to refine things and not get too broad and too vague with our brush strokes and really delve into specific adventures. Thank you for my rambling.

MCDONALD:

Is it okay if I respond to that? I want to say I agree with you completely and wholeheartedly, and I think it is difficult in this kind of forum to illustrate those choices that we're making, but I assure you that they're there, and I think that we're much more interested. The business that we're in is running a program that is about intention much more so than capturing interest today. I think that the broadcast is really the tip of the spear. It has to be interesting enough, and quick enough to capture attention. We've got to do everything we do in terms of the tow rope, then. What do we want once we've captured them? What do we want them to do next and then next after that, and then next after that, and then how do we educate them as we go? That's where our digital property becomes so important and also the choices we make on the digital property.

If we capture their attention with a spot like the Aurel Baker spot, when they come, we don't necessarily want to say here's exactly who Aurel is and exactly how to have that experience. We do, but we also can assume they might want to know more about winter activities and skiing and snowboarding and things like that that might be outdoors in general. I think we've got to have a place to land that captures a wide range, and then we have thought through the intention of what do we want them to do next. It's very intentional in what we do, and it's hard to show all of that in a program. Mark, I don't know if you have something you'd like to elaborate on as well?

WESTMAN:

Yeah, this is Mark Westman for the record. Marty was indicating that for David Low, in the sense of a broadcast spot, it is one piece of that pie to broaden out in what we've done in other broadcast mediums. The thing I think we're leaning into the hardest right now is I would say a middle level of content that gets out, that specificity of what you might want to do and what's interesting to you in a broader range. I would almost refer back to some of the first slides for David

Low is under a content bucket of outdoors. We don't want to make him the -- this is all there is to do. But, if he can unlock a variety of things and when those drive you to the website, if we can improve the website to give you close to the deal on that. So, if you went, wow, that looks really interesting, hiking, sand-duning, how does that happen in Nevada? If someone can jump into a story that we've already created, because there's loads of content on the website, a story about Sand Mountain, a story about Reno, weird Nevada, then you get that consumer much closer into planning and booking, because they can see themselves doing that. We go right from inspiration very quickly into how will I make good on that, and I think that middle level of content in digital and especially now social, it can even get muddy. Social becomes awareness, becomes dreaming, and there's a lot of new ad units that are really helpful right now to help us do that, and we're leaning into the ones that are most successful as proven by results. There's absolutely honing to do with the team at TravelNevada and us as we detail those out and what they are. The last thing is they're very scalable, because we don't want to appear that we're going too thin and wide. I think if a lot of the things we're showing are performing, we can go harder at them. If they're not performing, we can back off and go somewhere else, and I think that's one of the things that was very important to us in the upcoming remainder of this fiscal year, is to optimize and think on our feet and make the most of what we have. We're not proposing a lot of new expense in the production realm. We're making good with quite a few things that exist there.

CUNNINGHAM:

If I may comment. Jennifer Cunningham for the record. I'm very comfortable with that direction that you guys are taking and especially keeping in mind our target audience. It's so intuitive for them, and they'll be on their phone just checking it out immediately after they see the ad served up. They'll go to the website or drill down, the user-generated content will be from an influencer talking about flying into Vegas and their experience and ending up in the middle of nowhere. I think it's well thought out.

NEWMAN:

Don Newman again. I agree. I think, you know, it's pretty diverse in what we're trying to do here. Another comment, "Don't Fence Me In" has become the campaign, looking at all of these, I honestly think that we need to just reverse -- and maybe this is an in-house thing for you guys. I think Nevada needs to own "Don't Fence Me In." Right now, we're at "Don't Fence Me In" Nevada, and "Don't Fence Me In" could suddenly become any states. I think maybe it's just transposing that we want to own this. It's Nevada's, and we're telling you don't fence us in. I don't know if we can look at some layouts to see does that work visually, but this is a great campaign, and I definitely want to own it. I don't want to let it slip away somewhere else.

HUTCHISON: All right, any other comments under this Agenda Item F2 before we take a motion? Chair will accept a motion, then, for approval of the marketing concept for the new David Low campaign as it's been presented to us.

CUNNINGHAM: Jennifer Cunningham for the record, so moved.

HUTCHISON: Thank you, Ms. Cunningham. Is there a second?

TULL: Second.

HUTCHISON: Second by Ms. Tull. Are there any questions, comments, discussion on the motion? Hearing none, those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay. Motion carries unanimously. Thank you very much. Mr. Peterson, is there anything else that we need to address or handle under Agenda Item F?

PETERSON: For the record, David Peterson, no.

Arts & Culture Guide Update

HUTCHISON: Thank you. That takes us to Agenda Item G now. Mr. Peterson, if you could introduce the Agenda Item Arts & Culture Guide Update.

NEBESKY: For the record, Brenda Nebesky. I just want to update you quickly on a project that was brought before this Committee last year, which is Meredith Publishing's development of a guide devoted entirely to cultural and heritage tourism. Based on an editorial outline guided by all of its sister agencies within DTCA, including Museums and History and the Arts Council, the staff from Meredith has traveled throughout the state gathering interviews and photos. I'm seeing some of the initial layouts for the guide, and it really is a beautiful depiction of the cultural offerings here. Meantime, Meredith is offering us promotional opportunities online with some of their big, well-known brands, such as *Midwest Living*, *Family Circle*, *Martha Stewart's Living*. So, I just wanted to give you an update. I hope to have a full draft of the guide available for the full Commission meeting next month, and that's all I have for that project right now. Thank you.

HUTCHISON: All right, thank you very much, Ms. Nebesky. Are there any other items that come under Agenda Item G at this time, Mr. Peterson?

PETERSON: No, Lieutenant Governor.

New Marketing Committee Member

HUTCHISON: Great, thank you very much. That takes us now to Agenda Item H, New Marketing Committee Member Discussion and Possible Candidates for the Replacement of John Wagnon, who we will miss and who has resigned. I'll turn the time over to you, Mr. Peterson, to present this Agenda item as well.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. We do have one particular person that we could consider, Kristin Windbigler and I don't want to steal Commissioner Newman's thunder, because he brought her name forward as a potential candidate for consideration. I would also point out that Brenda and myself are trying to get up to Lake Tahoe to meet with Kelly Campbell, who is the Director of Brand Marketing for Heavenly and Kirkwood Mountain Resorts as another person you all might consider for the Committee, as well as any other people that the Committee Members may have spoken to and would like to bring forward for consideration to replace Mr. Wagnon. So, with that, if Commissioner Newman wants to talk a little bit about Kristin, that would be great.

NEWMAN: Thank you, David. Don Newman. Kristin Windbigler is the new Executive Director at the Western Folklife Center, and we just hosted a very successful National Cowboy Poetry Gathering event in Elko a couple of weeks ago. She's very dynamic and just recently joined that organization. In working with her during the logistics of the Gathering, it was very easy to see that she is this dynamo. Her background as she came to Elko is from California. She was involved in the TED talks, the TED conference series. She was in charge of the international and the translation, I believe, 117 languages. With what we're trying to do on an international scale, she would be a very good candidate with that. She's been on the Board of the Cowboy Poetry Gathering for a few years, and so the arts and cultural aspect of what we do under the umbrella of TravelNevada, I think she would lend herself to that. The Folklife Center, with some of the exhibits that they do, also would lend itself to the museums, and again, falling under that umbrella of things we do. As this Agenda item for a replacement came about, I thought of Kristin having just worked with her. You know when you meet somebody that they're real, and Kristin would be a good candidate and a great addition to this Committee. I agree with the Lt. Governor, John was very creative and logical in his thought process.

HUTCHISON: Thank you, Commissioner Newman. At this point, Mr. Peterson, why don't you give us a little direction here? What's our timeline on this? We've got one very strong candidate who Commissioner Newman has presented to us, and we've heard that there may be others who would be presented or those that you're going to go talk with and can bring forth other names as well. Where do we sit now? This is just for discussion purposes only. Where do you see it going from this point?

PETERSON: For the record, David Peterson. Lieutenant Governor, I would like to think that we could bring forward some names for the full Commission's consideration at the March meeting if you're agreeable with that. I know that Jennifer would like to talk about another person as well for consideration, but I think we can collect names, and if you'd like, present them to the full Commission. I don't know if you'd like to have these folks come in front of the Commission, talk a little bit about themselves, possibly.

CUNNINGHAM: Submit a resume maybe.

PETERSON: Or submit a resume. We could do resumes, and I can make sure that's in the March Commission Meeting packet for all the Commissioners as well if you'd like to do that.

HUTCHISON: Yeah, and we were just talking here in Las Vegas as well. I mean, if you got multiple candidates, bring them forward, and we certainly would like to have as many as possible and have an array of experience, and professional competence, obviously, is a key. It would be great to be able to have multiple candidates and people to consider. When do we anticipate this being agendaized for the full Commission, Mr. Peterson?

PETERSON: For the record, David Peterson. Was your question would we put that on the March Commission Meeting?

HUTCHISON: Okay.

PETERSON: Yes.

HUTCHISON: At this point, Ms. Cunningham, do you want to speak about the candidate you're thinking about now? Or grab a resume and put it in front of the full Commission? We're happy to do whatever you'd like to do today, but it sounds like what we just need to do is raise this issue, talk about it, remind ourselves that will come up in the full March Commission Meeting. Please get those

names or resumes to Mr. Peterson for processing so that the Commission can consider them. Ms. Cunningham, go right ahead.

CUNNINGHAM: Thank you. For the record, Jennifer Cunningham. The individual that came to my mind when I heard that John Wagon had resigned is Carl Ribaud who's former Executive Director of Ski Lake Tahoe. Also, he is owner of the Strategic Management Group residing in Lake Tahoe. He consults with destinations in strategic marketing, also former Chair of the Regional Air Service Corporation, very knowledgeable about the region and Commission on Tourism. He's been an active tourism player in our industry for three decades, so quite long. Thank you.

HUTCHISON: Thank you. Any other comments or suggestions under this Agenda item H? If not, Mr. Peterson, I'm sure that you and the staff can organize the submissions to you and to this Committee, and then we can bring them to the full Commission. It may be very helpful if the staff could evaluate them as well and come with their own thoughts about the various candidates. I'm sure that the Members of the Commission would appreciate that as well.

PETERSON: For the record, David Peterson. I will do just that.

Commissioner / Committee Member Comments

HUTCHISON: Thank you so much. All right, with that, we'll close out Agenda Item H, and we'll move on to Agenda Item I, Commissioner and Committee Member comments. Anyone on the Committee today would like to make any comments or observations under this Agenda Item? Okay.

Public Comment

HUTCHISON: We will then move off Agenda Item I and move to Agenda Item J, which is Public Comment. Are there any members in Las Vegas who would like to make public comment before the Members of the Committee? Don't see any here today and move up to Carson City. Any members of the public in Carson City who would like to make public comment to members of the Committee?

PETERSON: Dave Peterson. I don't see anybody coming up, Lieutenant Governor.

HUTCHISON: All right, well, then we'll close out Agenda Item J.

Adjournment

Moving on to Agenda Item K, Adjournment. Is there a motion to adjourn?

TULL: So moved.

HUTCHISON: Ms. Tull, I just heard her swallow her water, move back her chair, and move to get us out of here. It's greatly appreciated. We tend to appreciate those kind of motions in Las Vegas. Is there a second in Carson City?

CUNNINGHAM: Second.

HUTCHISON: All right, Ms. Cunningham, thank you. Those in favor signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed say nay. Thank you very much, Members of the Committee, for your time and your effort and your energy today, and we are in adjournment.

The meeting adjourned at 10:54 a.m.

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