

MINUTES of the NEVADA COMMISSION ON TOURISM
MARKETING MEETING
August 2, 2018

The Nevada Commission on Tourism Marketing Committee held a meeting at 10:00 a.m. on August 2, 2018 at 401 N. Carson St. Carson City, NV 89701.

Call to Order

Lt. Governor Hutchison, Chair, called the meeting to order at 10:05 a.m.

Members Present:

Lieutenant Governor Mark A. Hutchison, Chair
Don Newman
Cathy Tull
Jennifer Cunningham
Carl Ribaud
Kristin Windbigler

Members who are absent/excused:

Staff present:

David Peterson, Interim Director
Brenda Nebesky, Interim Deputy Director
Mary Ellen Kawchack, Chief Marketing Officer
Kyle Shulz, Research Manager
Sarah Bradley, DAG

Guests:

Michael Thomas, Noble Studios
Andy Walden, Noble Studios
Marty McDonald, Fahlgren Mortine
Carissa Richardson, Fahlgren Mortine
Victoria Simmons, BVK
Kevin Kriehn, BVK

Roll Call and Determination of Quorum

HUTCHISON: Well, good morning everyone. I hope everybody is having a great summer enjoying themselves. I thank you for taking time from your summer schedule to be here. This is the time and place for the Nevada Commission on Tourism meeting of the Marketing Committee, and we are meeting both in Las Vegas as well as Carson City.

I know that Commissioner Newman is likewise on the phone. Mr. Peterson, do we have anybody else on the phone besides Commissioner Newman?

BRADLEY: Sarah Bradley is on the phone.

MCDONALD: The Fahlgren Mortine team is on the phone as well.

HUTCHISON: Great. Okay. We've got several people on the phone, and we've probably just got to make sure that we identify ourselves, not only when we're speaking in either Carson City or Las Vegas, but also on the phone so that our recorder can pick up whoever is speaking. Please remember, everybody, to identify yourself when you speak. Let's go ahead and get started on Agenda Item A. Mr. Peterson, why don't we go ahead and have a roll call and confirm that we've got a quorum.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson, Interim Director of the Department of Tourism and Cultural Affairs. Lieutenant Governor Mark Hutchison?

HUTCHISON: I'm here.

PETERSON: Don Newman?

NEWMAN: Yes. On the phone.

PETERSON: Thank you, Don. Jennifer Cunningham?

CUNNINGHAM: I'm here.

PETERSON: Cathy Tull?

TULL: I'm here.

PETERSON: Thank you. Kristin Windbigler?

WINDBIGLER: I'm here.

PETERSON: Thank you. Carl Ribaudó?

RIBAUDO: Here.

PETERSON: Thank you. Lieutenant Governor, we do have a quorum. All members are present.

HUTCHISON: Great. Thank you very much. Again, thank you to everyone attending today, and for your expertise and commitment to public service in serving on our committee and being here today.

Public Comment

HUTCHISON: We'll move on to Agenda Item B which is Public Comment. Are there any members of the public in Carson City who would like to offer a comment to the Marketing Committee?

PETERSON: No one in Carson City, Lieutenant Governor.

HUTCHISON: All right. I don't see anyone here in Las Vegas to render public comment either. So, we will close out Agenda Item B.

Approval of the Minutes

HUTCHISON: That moves us to Agenda Item C, Approval of the Minutes. Have members of the Marketing Committee who were here, had an opportunity to review the February 15, 2018 Marketing Committee Meeting Minutes? Are there any changes?

SPEAKER: None.

HUTCHISON: Do I have a motion to approve?

CUNNINGHAM: So moved.

TULL: So moved.

NEWMAN: I'll second it.

HUTCHISON: All right. I'll give that to Member Tull. And I'll give the second to Commissioner Newman. Any questions or comments on the motion?

RIBAUDO: One. Having not been here, we can vote?

PETERSON: You can after today

RIBAUDO: Okay. Got it. Thank you.

HUTCHISON: We'll have those new members abstain from the vote. Those who were present and members of the Committee, should be the ones voting. We have a motion and a second to approve. Those in favor, signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay? Motion carries unanimously. Thank you very much.

Introduction of New Members

HUTCHISON: That takes us then to Agenda Item D. I'll turn the time over to Mr. Peterson. We've got some wonderful new members. I want to have introductions and welcome to our new members. Mr. Peterson, please.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. At this time, I'd like to ask our two newest Marketing Committee Members to do a brief self-introduction. We'll start with Kristin.

WINDBIGLER: Okay. Great. This is Kristin. I am currently the Executive Director of the Western Folklife Center. Prior to that, I was the Director of the TED Translators' Program for the TED Conference, Ted Talks. Possibly of interest, I got my career started in the early 1990s. It's been spent mostly at the intersection of media and technology. I got a job at Hot Wired, which was the world's first professionally produced website, and sort of a hot-bed of innovation when it comes to digital storytelling. Really, the digital ad industry got its start at that place. I'm very happy to be here.

HUTCHISON: Kristin, thank you very much. Welcome, and we are so excited and happy that you're here, and appreciate you joining with us and helping us to promote Nevada tourism and bring your years of experience to that task. thank you.

RIBAUDO: Yeah. Lieutenant Governor, it's a pleasure to be here. Nice to meet you over technology. My name is Carl Ribaudo. I'm President of S&G Consulting. We are a tourism and recreation consulting firm, and we specialize in destination competitiveness. We do a lot of market research, a ton of market strategy, organizational change, and anything else that comes up. It's a real pleasure to be here.

HUTCHISON: Carl, thank you for being here as well. You do, likewise, bring a very high-level of expertise and experience, and we look forward to all the contributions that you'll make to the committee as well. Thank you for serving the great State of Nevada. All right. Welcome everyone. We, again, look forward to working with you.

TravelNevada Logo

HUTCHISON: We're gonna move off now Agenda Item D, and move on to Agenda Item E, which is a Discussion and Possible Action on the TravelNevada logo. I'll turn the time over to you, Mr. Peterson, initially, to introduce the topic.

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. At this time, I'm going to ask our Interim Deputy Director, Brenda Nebesky, to discuss the thought process behind this particular agenda item.

NEBESKY: For the record, Brenda Nebesky. For years, the Division of Tourism has been known to consumers and those in the industry as, TravelNevada. And thus far, the TravelNevada logo has been used only to represent the agency, while the Nevada brand logo was used on all the creative work in our consumer campaigns. Over time, the Nevada logo has also undergone some changes that have somewhat diminished its strength. The breve symbol was removed from above the "A" in "Nevada", and the tag line, "Nevada, A World Within, A State Apart", can't always be effectively translated in international markets.

In many instances, the Nevada logo is represented only as a logo type, single word, "Nevada", without any visual or descriptive impact. The TravelNevada logo however, has been widely accepted and can meaningfully represent both the State Tourism Agency, and the intent behind the consumer marketing. We'd like to propose to make use of the equity in the TravelNevada logo, and begin using it exclusively in all our creative consumer-facing work.

HUTCHISON: All right. Brenda, thank you. Are there any further comments on this agenda item by any members? Mr. Peterson, anything further discussion?

PETERSON: For the record, David Peterson. I think Jennifer would like to say something, Lieutenant Governor.

CUNNINGHAM: I was just going to reinforce what you're saying, Brenda. With all of my travels through the tourism venue anywhere around the world, or trade shows here, you're right. The TravelNevada does have a lot of collateral support. People know that logo. Taglines are going by the wayside a lot too. I think it's very difficult when you translate with foreign language. We're getting into the Chinese market, as you know, and we're having to streamline a lot of what we're doing as a springboard for our efforts so it's easily translatable and understood, not literally translated, because sometimes it just doesn't work the way we want it to.

NEBESKY: Right. It's impossible.

CUNNINGHAM: It's impossible. Just two days ago, we had our website translated. If you go into Chrome and you look at Google translation, literally what it's saying, "Hot August nights" becomes like, "sweat in summer". It's crazy. I think that's a really good direction that you're looking at. I think as we continue, for our state to be more international, it's an important distinguishing step to make. I support what you're suggesting.

PETERSON: Thank you, Jen.

NEBESKY: Thank you.

NEWMAN: Mr. Chairman? For the record, Don Newman.

HUTCHISON: Mr. Newman. Yes.

NEWMAN: I would just second what Jennifer just had to say. I think that as we transition this TravelNevada.com, TravelNevada.biz, they both translate well to that, and I think we should just go ahead and transition in this direction. I think it makes a lot of sense, and it's just a new step, a new direction, and just verifies things that we've been doing already. I would think this is a good move for us.

CUNNINGHAM: For the record, this is Jennifer Cunningham again. Don, I would say, it's not a new step. Let's say it's an evolution and it's evolving it a little bit further.

NEWMAN: Sure. I agree.

RIBAUDO: For the record, Carl Ribaud. I support the change, but I think everyone needs to be aware that there's a commoditization of brands now, because it's Visit Nevada, or visit TravelNevada, or Visit California, or Visit Reno Tahoe, or Visit Lake Tahoe. There's a little bit of commoditization going on within the industry, which means you're advertising everything else. It needs to work a little bit harder to create meaningful differentiation and character for destination. But, we've got a whole crew here to do that.

CUNNINGHAM: Very talented.

PETERSON: Thank you.

HUTCHISON: Thank you very much, Any further questions or comments about this before I take a motion? All right. I'm hearing none. The Chair will accept a motion to approve the

existing TravelNevada logo as the primary trademark, replacing both “Nevada, A World Within. A State Apart.” for use in all consumer marketing.

CUNNINGHAM: Jennifer Cunningham for the record. I move that we do just that.

HUTCHISON: Thank you. We've got a motion for approval. Second?

NEWMAN: Yeah. Commissioner Newman for the record. I would second that motion.

HUTCHISON: Commissioner Newman, thank you very much for your second. Are there any discussions or further questions on the motion on the floor? I'm hearing none. Those in favor, signify by saying aye.

GROUP: Aye.

HUTCHISON: Any opposed, nay? Thank you, members. That motion carries unanimously and that takes us now to Agenda Item F Integrated Marketing Agencies of Record Update. Mr. Peterson?

Integrated Marketing Agencies of Record Update

PETERSON: Thank you, Lieutenant Governor. For the record, David Peterson. If you all recall back on June 19th, and for our new Marketing Committee members, the new contracts that we have with Noble Studios for digital and web development, BVK for creative development, Fahlgren Mortine retained public relations and media buying, all of those contracts were officially approved on June 19th at the Board of Examiners meeting. That was the last step in a long process. We actually started the RFP process, if I recall, back on February 2nd. It's a multi-month process through the state. But I'm happy to say that we started the onboarding process with our two new firms, and Fahlgren Mortine has been great about working with the two new firms to transition the creative development, as well as the web and the digital development to our new firms. That started in June. We've continued on that in this month of July as well.

The idea here, with the next three agenda items, was to bring the full Marketing Committee up to speed with respect to each of the new vendors, what they're bringing to the table, and how they see the next fiscal year, fiscal '19, unfolding with the web, digital, the media buying, and then the creative development. Sort of the 2.0 version of “Don't Fence Me In”. That's just a bit of recap in terms of the process that we've undertaken since February 2nd, and where we're at right now. If there are any questions, I'm happy to address any questions that there might have been about the process itself at this time.

HUTCHISON: Any questions about the process before we go into presentations? All right. Mr. Peterson.

Introduction of Noble Studios

PETERSON: Wonderful. Agenda Item G, this is the Introduction of Noble Studios. We have Michael Thomas and Andy Walden here from Noble Studios. They're going to talk about the timelines for the upcoming web and digital work. But, first, I'm going to hand over the time to our research manager, Kyle Shulz, and our Chief Marketing Officer, Emmy Kawchack, who will discuss one of the guiding reports for web development. That's the web usability study that was done by Destination Analysts.

Just one caveat. When we switch over any presentations, there will be a little bit of a delay since we're on the Polycom, as we bring the presentation up, then when we come back to the live view. I just want everybody to know that. For those of you on the phone, it'll seem like we dropped you, but we didn't. Thank you.

SHULZ: Thanks, Dave. Like Dave mentioned, we wanted to take you all through the web usability study that was performed earlier this calendar year. As he mentioned, this was done by Destination Analysts, who is the contract vendor to do the work. It is one of the guiding documents or guiding studies that really drives the changes to the website moving forward. Without further delay, we'll start with the research overview and objectives. Again, this going to be very high-level.

We do have the full report that we can pass along, but in terms of the high-level overview of research overview and objectives, the study was for TravelNevada.com, both the desktop and the mobile site, as well as the TravelNevada app. We really wanted to get a sense of users' ability to navigate the website, what the functionality of the website was in terms of ease of navigation, ease of performing certain tasks on the website, gathering feedback on the contents. Did the content align with the users' expectations of the site? Are there things that they really enjoyed that they were surprised by? Is there things that they maybe wish that they would have seen on the site? And also, generate ideas for any features or functions that could be added that intuitive, or understand, obviously, how effective the website is in driving tourism to the state. That's obviously what we're here for.

Methodology, these consisted of 50 one-hour long presentations. Out of these 50, 40 were participants who looked at just the site. Out of these 40, 16 were desktop users, 24 were mobile. They looked at the mobile site on a little device. Five looked at just the travel app, and another five looked at the app and the mobile sites in the in the same interview. These were conducted over an online video conference so

the moderator could gauge the emotional response of the respondents, look at behavioral patterns, and try to make it as personal as possible. That's a brief overview of the methodology.

In terms of who was actually studied, it was active travelers. People who took at least one major trip in the past year, people who are interested in Nevada as a leisure destination, and people who use digital sources to research—or plan their travel. So, travel apps, websites, that sort of thing. Definitely people who are in the market for us. And these were also a mix of genders, mix of income levels, mix of age groups. We tried to make it as balanced of a study as possible. That's a brief overview of the background. I'll give it to Emmy for some highlight takeaways.

KAWCHACK:

Thanks, Kyle. This is a 60-page presentation. This is a really, really brief overview of the takeaways. I think that one of the biggest takeaways that we had from this study is that, the website is successful in changing perceptions of Nevada for the respondents, and to TravelNevada effectively shows visitors a site that they might not know. A place that's rich in diverse landscapes and has plenty of outdoor adventure.

Some of the other takeaways were that, we are an intriguing state. Respondents really wanted to hear more about the Nevada Originals. They thought that that was something really compelling to them, which is really on brand for us. One of the other things was the DFMI, "Don't Fence Me In", branding as well, integrated to the site. People are noticing that, and they are taking away what it means, and that's really resonating with people.

Another opportunity we have while we have the visitors' attention, we can, and have, the content on regions and cities, and really educate people about the geography of Nevada, especially those people who will call you for lunch and say, I'll be in Las Vegas when you're located in Carson. We do have an opportunity there to educate those people once they're there. One of the other things that people commented on was they wanted to see more of itineraries that we have to offer. That really fits in with our road trip concept, which is what we are developing right now. We have an opportunity to further build out the Plan-A-Trip page, which we continue to develop and integrate that into the guides page and itineraries page, and develop a, My Favorites, tool section for the website to greater integrate.

Destination Analysts gave us a few quick fix recommendations, which in the past, we have been able to do. Now with our relationship with Noble, we're going to analyze these quick fixes and look at them in a broader sense. The great thing is, that we are really in alignment with where Noble is with their discovery phase right now. We've broken up the quick fix recommendations into three categories,

opportunities, design elements, and functionality. We really want to look at those and see what might have a longer timeline to them. We have made sure to address all these fixes in the past. Once Noble comes on board with their discovery phase, we'll see which one of these we can attack really quickly, and which ones might have a longer timeline. I don't necessarily need to go into all of these, because Noble will be covering these in their discovery phase, but if anybody has any questions at this time?

RIBAUDO: Carl Ribaudó for the record. Is that how we do it?

PETERSON: Yes.

CUNNINGHAM: Quick learner.

HUTCHISON: That's how we do it, Carl.

RIBAUDO: Thank you, Lieutenant Governor. I thought the study was very interesting. I would just caution staff that a sample of 50 is not projectable, that it is a wonderful tool to generate ideas. And to not diminish your own insights, your own creativity, and your own knowledge of the website and what it should do, and over-rely too much on the study. Other than that, I think it's a great way to generate ideas, but really, you guys have great depth that I would hate to see you push away just based on 50 interviews.

HUTCHISON: Let me just follow-up with that and ask when you said, that based on 50, it's not projectable. Do you mean—I'm a lawyer dealing with these things with extra witnesses, and that sort of thing all the time. Is that another way of saying, we do not, it's not statistically significant, it's not enough to really say, this really was used as the insights that everybody could have in a statistical standpoint?

RIBAUDO: Well, yes, to a degree. What I think it is, is a wonderful tool to generate ideas. I think implementing those ideas are absolutely what the staff should do, but I don't want people to walk away and say, because five people said this, it's projectable statistically across millions of website users. But it's a wonderful tool to generate ideas, and I would encourage staff to use their insight, experience, and everything else mixed with this. I think you get a nice evolution of the website. I just want to throw that out there as just a little bit of a, be careful.

HUTCHISON: All right.

RIBAUDO: But it's a wonderful tool, and a good study, and I encourage it. It's just, how you think about using the information.

HUTCHISON: This is Mark Hutchison. Member Ribaudo's comments are, I think, directly on point. Of course the challenge to get something statistically significant, would have taken a very, very expensive survey, and probably resources that we don't have. I join in those observations. Again, I think the information is very helpful and the caution is appropriate. But, go right ahead. I interrupted somebody.

SCHULZ: That's okay. This is Kyle Schulz for the record. To Carl's point, going forward in the future, we are going to do a quantitative and qualitative survey, rather than just focusing on qualitative. But I will say that, just in our own sort of internal review of the site, or what we know about the site going into the study—and as well as, Noble's discovery phase, we were individually and independently aligned with the results of the study. I think that validates the study to a good degree. But, to your point Carl, yeah, we'll be doing a quantitative survey which will have a much greater sample, as well as qualitative survey too.

RIBAUDO: I think that's great, for the record.

PETERSON: For the record, Dave Peterson, Lieutenant Governor. Thanks, Kyle. We did discuss that as we look forward to this year's web usability research. Once we start implementing some of these changes, we will definitely have a quantitative element to the study that will follow-up on the qualitative with those one-on-ones. I actually think this might be the most, 50 is the most number of qualitative one-on-ones that we've ever done on a web usability study. We did do more this time rather than having a quantitative piece, just because of—I think the transition that we were going through with firms and vendors and everything. But we'll definitely go back to the quantitative follow-up of our qualitative research moving forward.

CUNNINGHAM: If I can say something? Jennifer Cunningham for the record. You touched on it, but let's not forget that the tremendous experience that Noble brings to the table, best practices, and they operate in this space. I think you're aware, they did our website. I think these comments to Carl's point really reiterates what we all know about it already, but they bring a tremendous amount of depth of experience to the table. I'm excited about the next generation of the website.

KAWCHACK: That will be a great segue too.

CUNNINGHAM: Yes.

KAWCHACK: Emmy Kawchack for the record. Do we have any other questions on web usability?

HUTCHISON: Again, Mr. Peterson, you can direct traffic down there in terms of just what's going on. Maybe ask if there are any questions in Carson City or up here in Las Vegas? We don't have any further in Las Vegas. Any in Carson City? If not, we will proceed with the presentation.

PETERSON: Wonderful. Go ahead Emmy.

KAWCHACK: I'd like to introduce Michael Thomas and Andy Walden from Noble Studios. As Jennifer just mentioned, they have done tremendous work, and we're really excited to continue working with them. I'll turn this over to Michael/

THOMAS: Well, good morning everybody. For the record, I am Michael Thomas. I am a partner at Noble Studios, and I'm also our Chief Marketing Officer. I know many of you personally, but we are tickled to have the opportunity to formally introduce ourselves to this Committee. We do work with some of you directly, but we also, as an agency, have a lot of fire in our belly to take on an account that frankly—we've been very excited about the opportunity to take on national experience as a digital marketing agency who does a lot of wonderful destinations around the world, and put it to use in the place we call home. We're very excited about that.

Before we launch in, and I know it's always hard to do platitudes, but for those of you who don't know. Cathy, I missed the end of your presentation at Destinations International, but I do think for everybody who hasn't had a chance to see it, Cathy did an amazing job of presenting a case study at DI, which is the National Conference in Anaheim. Her presentation was about how Vegas responded to the mass shooting incident. I just wanted to give you my personal compliments. You left that crowd very inspired about what impact tourism plays in the communities in which we all call home, and what impact it has when you have a tragedy happen. I just wanted to pass on my kudos. I got many compliments from our clients who saw you speak about what you did, and bringing that to bear. Without any further delay, I just wanted to make sure you knew that I think you represented the state amazingly on a very big national stage.

HUTCHISON: Just one more example of the stellar membership of this committee. Very well done.

THOMAS: I would like to do a brief overview. For those of you who don't know Noble Studios, we are based in Reno. We have offices in Las Vegas, San Francisco, and in the last year, we actually opened up an office in the U.K. We are, what we call, a creative digital performance agency. What that means at its heart, is it's a mantra—I think to echo what you said, Carl, it's about using all of the tools that we have in our repertoire and being part of this very talented team that we bring together.

The digital is such the forefront of the travel experience today. It literally used to be lower in the funnel when we think about what people were purchasing. Everybody said, no, that's where you actually focus your digital. Now we know through research, and through great partners, that digital is at every single touchpoint of the buyer's journey. Our mantra at Noble Studios is built around the concept of being better [inaudible]. While we adopted that as the way we work as an agency, it is really about making sure that the data that we use is valid, the balance is not just being data-driven, because everybody is data-driven. We call it, being data informed. What we mean by that is, it's a balance of experience, intuition, creativity; and data is usually at the beginning and the end of that process to validate why we're heading in a direction, and then to really make sure that we use the statistical significance to move forward with those impressions.

I did want to introduce a little bit, just to get to know our agency better, we don't want to put everybody in our hip pocket, but we do have a very talented crew. We just wanted to do a brief introduction, a little bit about the passion in our agency to do this work. You'll get to meet some of the faces of the people that will be day in and day out, besides Andy and myself, on the account. We're going to pause and let the technology catch up.

PETERSON: So, Lieutenant Governor, for the record, Dave Peterson. We're muting ourselves here to play the video.

HUTCHISON: Okay. We'll do the same here.

[video plays]

PETERSON: Go ahead.

THOMAS: I think we're back on. Thank you everybody. Michael Thomas again for the record. That is just a little flavor about our agency and what it's like to work with us. We do have some experience that's very relevant to the assignment. We work with the Islands of Tahiti, diverse destinations all the way down into Santa Monica, to some places small and unique. Building their brand is Vacaville, California, and then Fargo, North Dakota. We have a lot of opportunities to leverage the experience that we bring to the table of doing, not only digital marketing, but also partnering with very talented, creative media buying and public relations, communication firms, to bring all of the strengths to bear. And really work as a team to validate the data that we're seeing, and how that information and those insights can make all of the campaigns better and ultimately make our product and marketing better.

Carl, you mentioned the process and that marketing is getting harder. We follow a process here. I think we just wanted to explain as Andy goes through the discovery that we'll follow of how we're going to bring other agencies into the data that we share, because digital is such a hub of making sure that we pull that inside, along with the TravelNevada staff. I do want to compliment Brenda, Emmy and the team. It's difficult to onboard one agency. I want to compliment Brenda and Emmy, and the team. It's difficult to onboard one agency let alone essentially, three agencies, all concurrently in getting to change. I do want to echo what David said. Fahlgren has been very gracious and very open with their insights and knowledge. I do think this is a true example, I think, led by the staff's tenor and tone, that we all know that we have a job to do here. It's a tough job, let's not let our own egos get in the way of doing great work. We want to make sure that we echo that it's been a good working relationship. We actually worked with BVK in the past on the Reno Tahoe account. We're excited to continue that work.

The process that we follow is really about following these buckets of things, which is a lot of what we're doing in the discovery phase, and getting audience research, and taking advantage of the research that was done like the usability study. The make is the fun part. We actually go into a design, and architecting, and technical build. The market is making sure that all of these great advertising ideas that you're going to hear about, get out into the wild and actually perform. And then, the measurement is really that process of making sure that we understand how the data is coming in, how we're going to use it to make all of our marketing better.

I think the biggest takeaway that we had when we were prepping for this assignment, and I think it showcases why there's such a huge opportunity and lift, is the content is really compelling. You do, as an organization, some of the best tourism concepts that we've seen, but the real issue is discoverability. And so, when Andy takes you through this, it's going to talk about how we make sure that the great concept that we're producing is actually being indexed by Google, is actually pushed out there and being able to be consumed by audiences.

We were at the Google Partner Conference that took place last month, and it's interesting because Google's main mantra during that session was, get over analyzing what users are doing, users want you to anticipate what they want you to do, which is where machine learning is coming in. A lot of this is taking advantage of the content we have and say, if someone consumes this page, what are the three likely things that we can present to them as next steps to continue that engagement? We're really working to make sure that the strategy of anticipating the user demand is going to pay off in the technology we use, the way that we get that content discovered, and how we ultimately get users to move through the viral journey to actually travel to the state. And as we've talked about, get outside of the

known gateways, and get into some of the great product that we have throughout the entire State of Nevada.

I'm going to turn it over to Andy Walden. Andy is going to be your primary day-to-day, he's what we call a client success manager. That team that you see behind there, Andy is the tip of the spear, along with some great people, besides myself, that work on the strategy and other partners. He's going to take you through a little bit more detail about the process we're going to follow, and what to expect, and how we're going to coordinate our work with the other partners that we have on the account.

WALDEN:

Andy Walden for the record. What we wanted to cover today was really the framework that we're going to go through during our discovery process. The first element is think. That's the first step to any great project, is being able to understand the qualities of who we're working with, what type of components, who their competitors are, to be able to build and inform that strategy.

As we're going through this, we're taking, now, all your inputs and being able to access really what do we currently have? This is going to look at from an SEO lens, it's going to look from a UX lens, it's going to look at it from a digital and an engineering lens, to be able to understand exactly how things are performing, and then, what opportunities that we have to be able to make it perform even better.

And so, there's going to be a lot of elements that we've been currently undergoing, to be able to put all that research together. Then, knowing that there's a lot of information, it's really then bubbling it down to, okay, well, what are the deliverables of this? We really want to, as the first step, being able to align on our KPI's. I feel that this is a very important element, if not the most important. The reason being is, because we want to be held as your partner, as we're giving you tasks as well to be able to say, okay, what does success look for the entire year? How much organic traffic do we want to grow? Does organic traffic matter if we're not actually driving partner referrals. Those are the conversations that we want to have with you in saying, okay, this is what you did last year, well, we think we can do this for this year. Then it's going to be a partnership between us all to be able to say, okay, you were able to write this type of content, and then we're able to optimize that, then we are able to build stronger calls to actions. Well, we think then we can hit these numbers. And so, when I'm looking at these goals, it's our goals. It's not just Noble's goals.

Then we go into the strategic brief, which is really looking at all that information and being able to condense that and say, these are the insights that we found. It's a shorter paper to be able to say, okay, do you agree with these? This are the new

goals that we want to cover. The strategic brief really gives us the direction. The quarterly plan and the website punch list, that gives us the deliverables. As we're going through the timeline, the quarterly plan is going to adjust.

The first two months of what we're currently undergoing, is really helping to build that direction, making sure that we're aligned in that direction. And then we go to more of a production saying, okay, this is everything that we're going to continue to do that's going to be aligned with that goal. And then, from the quarterly alignment, we want to ensure how we're performing against that overall plan, but in addition to that, things may change from quarter to quarter. We know objectives may change. We know new initiatives may change. Certain things that we have no control over, that's going to influence our overall marketing strategy. For example, we see what's going on in California right now, a lot of those marketing strategies are now being further evolved because they're having to deal with catastrophe. We want to be able to understand, and quarterly align to be able to ensure that the overall plan is meeting the current plans.

This is really going into what our milestones are for that digital discovery. We're in fact, meeting next week and starting to kick this off into micro-deliverables. The first step being, in looking at the SEO and content lens. That there are milestones that we have along the way that takes us out through September where we actually have that in the goal plan. Then, there is work that is going on already. Even though we are building this digital discovery, and building our overall strategy, underneath it, there are quite a few things that are happening that is really keeping the gas within the engine. The maintenance repair and authorization, we've already been working with Fahlgren on doing deployments and being able to keep this site updated. Further on, some of our ongoing efforts such as the SEO authorization, and then monthly reporting and so forth. That's it.

THOMAS:

Yeah. That's the only action we have on the full agenda. I just wanted to make sure to say, what you said, Carl, just to piggyback on it. The great thing about digital today, and the team is very eager to begin this work, we use a lot of three-letter acronyms up there, like Conversion Rate Optimization, CRO. What that really means at its heart is, being able to come to the table with a hypothesis when you see that users are completing what we want them to complete on the website. We'll use the tools that are available to us today to do what are called, AB Testing, or personalizing advertising messages by where someone is coming from, based on [inaudible].

I think the importance is, that we'll come to the table with a lot of, hey, we did this, this is what we found, this is the implication it means for marketing forward. Again, we do ourselves sometimes the front of the idea, but really a lot of times, we can

also validate two different approaches. The great thing about digital is that you don't always have to pick one. We used to sit through these meetings eight years ago when I was on this side of the table, and we would have large debates. Now, we can sort of say, well, why don't we test both? In 20 days, we'll have the answer of which one is more statistically significant, so we can move ahead. Thank you for this opportunity. We're excited to work with a very talented team of folks that work at TravelNevada, as well as the agency partners. We'd be happy to take any questions about the steps we're going to follow as we move ahead.

HUTCHISON: Mr. Thomas, thank you very much. Mr. Walden, thank you. Any questions among members of our committee here for our Noble Studio friends?

RIBAUDO: Carl Ribaud for the record. Just an observation. We, as marketers, always think that we can direct people. I would suggest that we can harness people. How we harness people's behavior, as opposed to correct people's behavior, is a nuance difference that's very important. I know in technology, we want to drive them here, here, and here, but they want to go there, there, and there. And to be sensitive to harnessing them as opposed to directing them, and learning what we can from that harnessing process, I think is a nuance difference looking at it from the other side. I just throw that out there. Fine work you guys are doing.

HUTCHISON: Thank you, Carl. Any further comments or questions for Noble Studios? All right. Well, you've wowed us again, and we appreciate the presentation, and really look forward to our partnership with Noble Studios. Thank you for being here today, gentlemen.

THOMAS: Absolutely. Thank you.

PETERSON: Thank you guys.

HUTCHISON: All right. Mr. Peterson, anything else on Agenda Item G?

PETERSON: For the record, Dave Peterson. No, Lieutenant Governor. I just want to express my thanks for Noble taking us on as a client, and being patient over these last several weeks right as we transitioned. They were great during the month of June, and working with Fahlgren. I couldn't be more excited to have Mike and the team on board. I'm excited personally.

Paid Media Review - Fahlgren Mortine

HUTCHISON: Good. All right. Well, thank you, Mr. Peterson. That takes us to Agenda Item H. Mr. Peterson, kick us off again with this agenda item.

PETERSON: Thank you, Lieutenant Governor. For the record, Dave Peterson. Marty McDonald and Carissa Richardson are going to be joining us today on the phone. As you know, Fahlgren Mortine has served as our full-service agency, integrated agency of record for the past, almost, four years. Maybe three. Three-and-a-half years or so. We've done some great work, obviously, in that time, and we look forward to continuing those successes as Fahlgren has been retained to do public relations and the media buying for us. Today we're going to take a quick look at where we're headed in FY '19. With that, I'd like to turn it over to Marty first, I believe, on the phone.

MCDONALD: That's right. Thank you very much, Dave. Welcome to the new Commissioners. We're glad to be back. For the record, Marty McDonald. I'm just going to do a really quick setup here, and I'm going to simply turn things over to my colleague, Carissa Richardson.

As you all probably know at this point, we have shifted our paid media planning into an, always on, sort of arrangement, which is an important evolution for us. I think it sets us up to be a much more hard working program, and really in-line with the way tourists act. They need us to be there when they're looking, when they're shopping, when they're thinking about traveling.

With that evolution, what's important for us is to still draw a line of when it's time to plan, and when it's time to look ahead. We are doing daily optimizations, and the campaign is running. But really what—we are about to look ahead and place the next round of planning, the next big wave. What we wanted to try to do today is paint a picture of that for you. For the Commissioners who are new, give you a sense of how that campaign plays out, [inaudible] and frequency, and pulsing, and things like that. And then also, show you some highlights, some things that look a little more tangible than a flowchart, and convey really what these insertions look like, how they work, and what they're designed to do.

With that, we'll take a quick look back at performance, which is first and foremost. We're data-driven in everything we do, so we'll take a quick look over our shoulder at paid performance for fiscal '18. Then we'll look ahead to fiscal '19. Now I'll turn things to Carissa.

RICHARDSON: This is Carissa Richardson for the record. We wanted to give you a high-level view on slide three of the campaign performance for fiscal year '18. We're really happy to see the increase in site sessions, and the overall increase of traffic, but more so, we were really happy to see the increase in onsite engagement. Especially the number, the 926 percent increase in e-newsletter signups, and the 100 percent

increase in travel guide requests. Those are really our main KPI's that we look at to show intent to travel. Those huge increases really were important to us.

On the next slide, four, we wanted to just quickly show you just an overall look at our flowcharts for fiscal year '18. This is more just to give you an idea of how we have really transitioned into, and successfully implemented, that always on approach with messaging in market over the entire year. It gives you a sense of really how much we're running through the course of the year. We won't make you look at that for too long. It will give you a headache.

The next couple of slides are really just to quickly show you some highlights of the placements we ran during fiscal year '18. The first slide just shows a printed booklet that was poly-bagged and included with the summer road trips issue of Lonely Planet. We also had a full-page ad in the inaugural issue of the Las Vegas Knights program, and also some advertorials and full-page ad spreads in *Backpacker* and *Outside* magazine. Those were—research was showing us that those were the publications that our audience was most engaged with.

Then on the next slide, we actually partnered this year with Pandora to bring up first to market interactive 360 videos sponsored with name placement. This had incredible success with Pandora, and is actually being used nationally as a case study right now. They're very excited about it. Basically, it was our 360 video, and after someone interacted with it for 15 seconds, they were rewarded with an hour of commercial-free listening. We have a short video, I believe, on the next slide that gives you a live look at how that works.

KAWCHACK: Okay. We're going to pause right now so that we can get the video set up. I'm going to put you on mute.

[video plays]

KAWCHACK: Emmy Kawchack for the record. That just shows what the user would see when they're listening through Pandora. I'll turn it back over to Carissa.

RICHARDSON: Okay. Carissa Richardson for the record again. The next slide we'll just show you—we also had a robust video campaign that ran both the tradition commercial, TV commercials, as well as 360 video across platforms like Hulu, YouTube, and then just general network pre-roll including sites like San Francisco SF Gate.

The next slide will show you the social executions we ran this year. We had a range of social executions that were really trying to push people through the funnel. From the dreaming side of things, we really focused on engaging and inspiring people

through canvas ads and Instagram stories. But then down to the actual planning, and even getting them to the site for travel intent, we incorporated things like lead ads, which helped us to collect email addresses to add people to the e-newsletters' sign-up list. And then also, the Travel Guide download. That played a big role in the increase of those percentages. Those ads performed really well.

Then, looking forward to next year, we're really going to continue to focus on that adventure state of mind, but we're going to begin to segment the mindset into explorers and upward bound audiences that you can see here on the slide, in order to really speak to these two distinct types of adventurers. You can see with the explorer, our goal is really going to be to add to their trip, and to add to their itinerary to make their trip more robust. We know they're already coming here to explore, let's give them more things to do that are outside of their normal routine. And then the upward bound is more about how hub and spoke message, because we know these audiences are likely coming into Reno and Vegas, but maybe not getting out and exploring as much as we'd like them to. Let's show them the fun things there are to do that would be of interest to them, outside of those hub cities.

The geography, we'll continue to target the same as last year, which includes the California markets, as well as Phoenix, Salt Lake City, Boise, Dallas, Portland. Then also, in-state markets like Las Vegas and Reno. We'll incorporate slightly different messages based on the travel stage, but also whether the audience is in-state or out of state.

Then, this next slide gets a little bit into the weeds, but we really want to just give you a look at the framework that we use. It basically shows you how we're approaching the planning process, the things we're keeping in mind as we're planning, which partners are serving us best in each stage of this travel process, and how we're measuring and best working with those partners based on what stage they fall into.

Our next steps are really, we're going to finish up putting the plan together. We're going to go through that with the TravelNevada team next week, and then we'll be making sure we're meeting with Noble to discuss KPI planning, and then keeping in close touch with BVK also about messaging and just all coordinating to get this thing up and running.

KAWCHACK: Thank you, Carissa.

RICARDSON: Yeah.

HUTCHISON: All right. Well, Ms. McDonald, or Ms. Richardson, any further presentation from Fahlgren?

MCDONALD: No. Not from us. Marty McDonald for the record. We'll be happy to answer any questions, but nothing further from our end.

HUTCHISON: Great. Well, as always, we really appreciate your efforts on behalf of the State of Nevada, and your partnership with us. I just had a couple of quick questions for you based on what you were talking about. Back to the first slide you started with about the increase in the e-newsletters and the travel guide requests, those are big jumps in terms of requests and a good sign. What do you attribute that increase to?

RICHARDSON: This is Carissa Richardson for the record. I really think it was the implementation of some new tactics. In previous years, we've really been focusing—because we were really new to market in a lot of these places with this new campaign. Previous years, we've been pretty heavily focused on the dreaming stage. We hadn't been as focused on the planning stage, because the audience wasn't quite there yet. We needed to increase awareness before we could ask them to take action. This fiscal year where we put a heavy emphasis on this planning phase, and really focused on getting Travel Guide requests and e-newsletter sign-ups. I think it was a little bit of new partners. Facebook came out with the lead ad that they hadn't had in the past. But also, the fact that we really were putting more of an emphasis on it this year, and we will continue to going into the future.

HUTCHISON: Great. Well, good work on that. Appreciate that. Any follow-up questions from other committee members?

CUNNINGHAM: Jennifer Cunningham for the record. I'm just curious what research or data you used to identify what geographic markets you were going to target? I see the list, but I'm just curious what went in to selecting them?

RICHARDSON: Sure. This is Carissa Richardson again for the record. We partner a lot with the TravelNevada team to come up with those markets, but really our approach is and has been focused on drive-markets. But as we're running with partners now like Sojourn, we're actually running those nationally, but targeting people who have showed interest in visiting Nevada.

Through the reporting we get from them, we can see different cities that spike as far as who is searching more frequently. We can take that data to help us. For instance, Dallas and Portland were both markets that we noticed—those are new markets. The rest of the markets, I believe, were existing when we picked up the business. We've continued to see success, as far as the IME study goes, in reaching

those markets. But, with the two new markets, we were seeing a pop with that Sojourn data, and then also within Google Analytics, that people were coming from those geographies to the site and spending significant amount of time. They were probably worth adding into our marketing mix.

CUNNINGHAM: Jennifer Cunningham for the record. The one that stands out to me as a bit of an anomaly right now is Boise. We had dabbled in that market from the Reno area, and it didn't yield much results. We've pulled back from it. It seems like a small population for TravelNevada to be pursuing. I would look into that market and see if it's still is producing, or fits what your criteria is. Just take a look at it, because you might be able to pull out of that one.

RICHARDSON: Yeah. Absolutely. We'll look at the most recent IME study too. I know that it's done pretty well in the past on these, but it is always something we're keeping an eye on. It's also a fairly inexpensive market too, which helps let us include it still, along with the other markets.

NEBESKY: For the record, Brenda Nebesky. I think historically, Boise has supported north-eastern Nevada in a way that other markets haven't.

CUNNINGHAM: Okay. That could be the reason? Yeah.

NEBESKY: Correct. For the cost, it's been efficient in that regard.

CUNNINGHAM: We're so similar in geography, I think, in many cases—unless they're going to one of the key cities. Just look into it, I think.

NEBESKY: Right. Our partners in Elko have seen some return on that investment.

CUNNINGHAM: Okay. Good. Good.

NEBESKY: Yeah.

TULL: This is Cathy Tull. I was just wondering, are you also using airline data to see where people are flying into, and from?

RICHARDSON: Yes. Carissa Richardson for the record. We can see through our partnership with Sojourn, we can see booking data. We also work with Expedia and Priceline, who are able to give us booking data from their sites. We do look at airline. The problem with the data is that, it's always going to show New York popping because of the population, but we do look at that and definitely take it into consideration with everything else.

RIBAUDO: Yeah. Carl Ribaudo for the record. Excuse me. It's a lame question, but I'm just new. Has Nevada positioned itself as a regional destination, or a national destination? And do the markets support the strategy?

RICHARDSON: This is Carissa Richardson for the record. I would say that, in the past few years, we've really honed in on this road-trip type of weekend adventure, as far as the content, I would say. I don't think that's to say that we couldn't do national. We have done national with our television which is a little bit more national-facing. We have Travel Channel sponsorship that we've done. I think we have a little bit of both, it just depends on where we're targeting. But we've definitely started to dip our toes into the national landscape, but we've mostly stayed true to the drive market.

MCDONALD: And just to follow-up—this is Marty McDonald for the record. I think that obviously with the evolution of the media landscape, and with the performance-based nature of what we're able to do now, I think that what we see is, there's less of that either/or, national or regional. I think to Carissa's point, I think with the always on approach we're using, and also with new tools, and also looking at the entire ecosystem of what's happening, we can do a little bit of all of those things. From an earned perspective, we have a three-prong strategy. We know that earned media can help us position ourselves very much so nationally, even if that may have a lesser likelihood—that coverage may generate a lesser likelihood of direct conversion. National coverage and positioning is one prong of the dual. I guess my point is just that, there's more opportunity to be both of those things at the same time than there ever has been.

RIBAUDO: Thanks.

HUTCHISON: Any other questions from committee members for our partners at Fahlgren? Mr. Peterson, anything further under Agenda Item H?

PETERSON: No. For the record, Lieutenant Governor, again, I just want to express my thanks to Fahlgren Mortine. I'm really happy that they've retained the public relations and the media buying. We haven't had any downtime on either front. We just kept rolling with our campaigns, transitioning from June 30th to July 1st, and away we've gone. They've been, again, great about the transition with the creative, and the web, and digital. I just want to thank them for their continued, wonderful work on behalf of Nevada.

RICAHRDSON: Thank you.

HUTCHISON: Thank you, Mr. Peterson. Thank you, Ms. McDonald and Ms. Richardson for being on the line with us, and the great work you always do for the great State of Nevada. All right. That takes us off of Agenda Item H.

“Don’t Fence Me In” Evolution and New Creative

HUTCHISON: We move to Agenda Item I, “Don’t Fence Me In”, Evolution and New Creative. Mr. Peterson, who are we going to hear from now?

PETERSON: For the record, David Peterson. Thank you, Lieutenant Governor. I'm going to ask Brenda Nebesky to say a few words about the creative approach, and introduce the team from BVK at this time.

NEBESKY: For the record, Brenda Nebesky. Well, it's early in our creative relationship with BVK, but we feel very privileged to work with an agency that has such clear understanding of working with state DMOs, which come with a unique set of challenges. Also, their outside-in approach to the research, and their almost immediate grasp of what the “Don’t Fence Me In” Campaign meant to us. Team leaders, Kevin Kriehn and Victoria Simmons are here today to step you through some of the big concepts that they presented to us to win the contract. It's only August, so we don't have final work to show you. These are concepts that I hope you'll agree are going to give us “Don’t Fence Me In” 3.0, and some real opportunities. I will just let Kevin and Victoria take it away.

SIMMONS: Hi. Good morning. For the record, I'm Victoria Simmons with BVK. I'm VP Group Director and I lead our Travel and Tourism practice. I'm super excited to be here with you guys today. You know, this is new to you, but in our world, we've been working on it for quite some time now. It's really exciting to be able to share all of that work with you guys and get your feedback. I'm here with my colleague, Kevin.

KRIEHN: For the record, Kevin Kriehn, Executive Creative Director with BVK. Equally excited to be here, and probably even more anxious than Victoria to actually get the creative work going because we've been handed a really strong platform to start from. We're super excited.

SIMMONS: We are ready to pull up the presentation. Since we are new, I thought I would start by just giving you guys a quick background on BVK and who we are. We are a top 25 independently owned full-service advertising and marketing firm. We have about 230 employees. We generate about \$300M in annual billings, and we're actually headquartered out of Milwaukee, Wisconsin. We have a multi-cultural group down in Miami. I actually work out of my home office in Dallas. For an independent agency, we're pretty large to still be independently owned. The “V” in BVK, Michael

Voss, is still very much a part of our company. We have all resources of a large agency, but from a cultural perspective, we're very entrepreneur still. Our employees are very much empowered to sort of innovate and evolve on our clients' needs.

We are rooted in travel and tourism. Back when we opened our doors in 1984, we started in the travel business. This is a snapshot of our current roster. So, so happy to be able to add TravelNevada to that list. We are working with three other states: Maine, Wyoming and West Virginia. And of course, our love for the State of Nevada started by working with Jennifer Cunningham and her amazing team at the RSCVA. It's been incredible to be a part of the growth and the revitalization happening there. Really excited to get to know the industry stakeholders, and you guys, as we learn more about the entire State of Nevada.

We always start a client challenge with asking ourselves, really what business problem we're trying to solve. In your case, there wasn't anything that's critically broken, right? You've seen visitation grow pretty steadily. You're growing on parity with the national average. You actually don't have any major perception problems. There's high demand for the State of Nevada in general. Nothing significantly broken that we need to fix right away. Really, we have the luxury of just sort of building upon all the good work that you guys have been doing.

Our approach is going to be in sort of two key areas, to tighten and strengthen, and fine-tune the strategic brand platform. Then work to have the new creative expression fall out of that. The "Don't Fence Me In" Campaign has been around for a while, so it's time for a bit of a refresh to give it—make sure the brand is staying modern and contemporary, and give it a little more of the gritty edge and the persona that is so unique to the State of Nevada.

You guys are all marketers. You know that every agency has their buzz words for their strategy process. At BVK we talk a lot about, this idea about a brand craving. Like, brands that consumers have a craving, passion, and love for. That happens because the brand positions itself as a place to go, a solution for that consumer craving. They're able to do this because they position on what we call, core human values.

Values are guiding life principles. They're unique to each and every one of us. They sort of shape our sense of what's right and what's wrong, and really our sense of what ought to be. What our ideal version of the world is. If you think about a brand to illustrate that point who has an incredible level of brand craving—you know, Nike is certainly a great example. With underpinning this idea of, Just Do It, for Nike, is the value of empowerment, right? Whether you're a stay at home mom who is

running her kids around, running to the grocery store, or training for a marathon, the Nike brand is empowering their consumers to do what's critically important to who they are as people and as individuals. That makes their communications with their customers so much more relevant and meaningful, and impactful.

There's a lot of research that's been done on value-based marketing. Value-based brands actually perform financially at a much higher rate than non-value-based brands. That's becoming critically important, particularly to some of the younger generations coming up into the marketplace. We do know when it comes to travel specifically, that more across that can see their personal identity reflected back in the destination. That they're going to travel more often, and spend more money, and certainly that's what we're after here.

Our process has really been rooted in uncovering what those core human values are for the state. Luckily, you guys have the luxury of having a wealth of research in that arena. We know who you are, what you stand for. Not just as a residence of people who choose to call Nevada home, but as the TravelNevada organization, what do you stand for and what's critically important for your organization. What we want to spend some more time thinking about is, what is that for the visitor and our audiences? What are their core human values? What's incredibly important to them, and finding out where we have commonality. That very tiny—ideally, that one value that we have in common, that we can create a really powerful narrative around.

We spent a significant amount of time getting to that value. We're not going to share all of that with you today in the interest of time, but we do have a lot of tools at our disposal to do that. This is just a quick look at some data from MRI. This is Mediamark Research, Inc. I think you guys are familiar with that. Fahlgren uses that in their planning as well. It's a national consumer study. We're able to look at consumer habits such as, what are their values, and attitudes, and plan divinity, and media consumption patterns.

Here, we're actually able to look at consumer values. We're looking at people who have visited Nevada in the past two years, and whether they find these values very important to them personally. You can see right up at the top of the list, almost 92 percent rated, freedom. Having the freedom of action and thought is critically important to them. Authenticity. Of course people who hold freedom as a value are going to be true to themselves, right? Self-reliance. Choosing my own goals. There's definitely an element of being curious, learning, having fun. Having curiosity. Being open-minded. One that I thought was particularly interesting here is, social tolerance. We don't always see that so high on this list of values, but if freedom is important to you, being an individual, not judging others, being very

tolerant of people's points of view. Very interesting to see this sort of type of combination of values rising up to the top. And remember, not only because— hopefully these are familiar to you because you live here, and you reflect a lot of these, but these are from the visitor's perspective.

So, Q View is another tool that we use. It is a social media listening tool. We're able to look at your own social media channels and get a profile of people who are consuming your social media channels. This is just a quick snapshot to give you an idea of the type of information we can get from QView. One, if people who are engaging with you, who else are they engaging with? And what is so bizarre about this, is just the sheer level of diversity of people here. That you would be following Trump, and Clinton, and Bernie Sanders, and there's this huge dichotomy of interest here. Very diverse. Very widespread, which would reflect the attitudes of people who are curious, open-minded, and want to learn about what's happening in the world.

Probably no surprise that freedom is the value that we landed on for the State of Nevada. Right away, you can see how this sentiment of “Don't Fence Me In” is rooted in this value of freedom. I think in the current body of work that you're doing, you've been thinking about freedom in terms of freedom of action, right? “Don't Fence Me In”, Don't Put Me in a Box, sort of this physical roaming type of freedom. I think we want to open that up and spend some time thinking about those other dimensions of freedom. Like, there's intellectual freedom. Freedom of thought. Freedom of expression, that lends this really creative sense of freedom that is so prevalent in the State of Nevada, and really sets you apart from a lot of other places. These four little pillars actually listed here on the side, uninhibited freedom, inspiring discoveries, rewarding adventures, and unexpected diversity, that was all part of your current platform. Really, this is just elevating what you're doing to this values-based approach.

When we put all that together, it really is just sort of like a visual map of the brand. In the lower left-hand corner is what you would expect, right? Those are the experiences that you deliver to visitors. What are the things to do, the stuff that people encounter when they're here? From the Vegas Strip, Fremont Street, Burning Man, the beautiful Sierra Mountains, Lake Tahoe to the mining towns, the ghost towns, and all the amazing state parks and geological resources that can hide here in the state.

On the right-hand side is sort of the, how, the personality. How do you bring those experiences to life for visitors? It's very much rooted in this sort of, maverick independent spirit, sort of non-conformity of being an adventurer, doing things your own way. But there's a little bit of edge to it, right? You don't go about doing

things the way other people tell you to. There's a little grittiness and a little edginess to it. I think that's where we have some real opportunity to sort of bring some of that out in the word.

We're really going to root all of that in this idea, this value of freedom, because that's what we know our consumers crave. They want more of that. They don't get that in their everyday lives, right? We're being politically correct. We're running our kids to school and back. We're going about our day. We don't always really get to fully express ourselves. So, sort of taking this contemporary creative of freedom, so that Nevada does become the place where visitors are able to get this sense of freedom and release, so that the net benefit of a trip to Nevada is that all things are possible. That's a really powerful consumer benefit that we can harness. That's where the new brand strategy is headed.

The next thing we need to do is sort of, how do we express that creatively? What we're going to show you next—and I'm going to turn it over to Kevin, he can explain a little bit more—is what we call, a brandscape video. It's not meant to be a TV commercial, it's meant to be sort of a visual expression of the brand. What does it look like? What does it sound like? What does it say, right? This is some rich footage. Most of it actually is shot within the State of Nevada, but it might not all be. Again, not meant to be a commercial, but a tool for us to understand where the brand is headed. [1:14:22](#)

KRIEHN:

For the record, Kevin Kriehn. I will say before I play this, after working with Victoria and Jennifer, who is not here today, for at least 15 years now, I can assure you, it's rare that from a creative standpoint, we're handed a value like freedom, and we can gravitate to it and move out of the media [inaudible]. There's typically a lot of debates back and forth about the credibility of the value, how we're going to come up with things creatively, but this was probably the easiest briefing and discussion we've had to actually get the work started.

A lot of the points she hit on, right? Nevada is a strange place, and I mean that in a very positive way. All of these things shouldn't work together, but somehow they magically do. From a creative standpoint, there's such a wealth of opportunity to activate that, and take where you've already started with "Don't Fence Me In" to the next level. Again, super excited. To reiterate that, brandscape is not intended to be your commercial or show you what your broadcast spot may be. It's really what we use from a creative standpoint, when I pull the teams together to wrap our heads around the idea, where we're going. For us, it's our interpretation of what the brand is, what it stands for, what it represents, where we can start to take the work to an edgier space that Victoria described. Then also, meant to be an internal

rallying cry as well for you and all the necessary constituents who need a sense of what the springboard is, and what that launching point will be.

SIMMONS: We're going to mute right now for the video.

[video plays]

KRIEHN: Hopefully what you saw in that was certainly some of the dimensions of what freedom represents. One of those things, it's a value that is highly relatable to just about everyone, but it's also a value that can be very personal in nature. How I view it, how you view it, can be very different, and that's okay. That's certainly what this state represents. Excuse me.

Within the context of that, normally we would write a script and record a video, and have that be part of this, but we wanted to give homage to the song obviously. We think this particular version worked really well for what we were trying to accomplish. A little bit quirkier, a little off beat to compliment a lot of the visuals that we were planning in there as well.

To give you some perspective of really where we're going with new campaign development, we wanted to spend a little bit of time—to what Brenda hit on earlier, which is, getting a glimpse of what we came in with for the initial pitch back in February. What we did at the time was, come in with a version of what we were saying is “Don’t Fence Me In” 2.0. The focus on that was really about rules not fencing us in, whether it's written by society or forced upon ourselves, all of these decrees suppress who we are, who we want to be, and it's a little bit soul-sucking in nature. We wanted Nevada to represent the pay-off to say, it's okay if you live this life of, “Don’t Fence Me In”, and what it represents.

Within the context of that, what we're doing is taking things to be a little edgier than maybe where they've have been. A little more personal in nature to give it some personality. For this first one, what we had shared was, positioning headlines really around rules or mantras that we often hear, and flipping that on its head to pay it off with a visual that's in contrast to what you're reading with the headline. In this case, excessive sun exposure may illicit atypical behavior. One other thing that we did with this particular execution was, took the framing of the state and had that incorporated within the context of an individual in this ad, to really represent not only the personal mindset and personality of what comes to life in the body copy, but also sort of serve as a visual que where, in this case, it's breaking across the borders of a typical state line. The body copy reads, behave like a lady, try to be more modest or people will start to spread stories. It says, perfect, make me a legend.

The next one, keep hands and feet and head in the vehicle at all times. We took a left when we should have went right. But, turn around? No way. We didn't come this far to only come this far. Ambition should be channeled into lucrative pursuits. Then just a quick example of a fun idea we had, we came in with, you know, do we start to take what maybe often— prototypical process to find things to do and where to go, and add a layer of that freedom dimension to it? In this case, coming up with an escape plan or quiz where, by answering a handful of questions—in this case, do you follow the rules? Giving them options like, I used to cheat on Spanish a little, I tend not to see no parking signs and hope for the best, I forged my college diploma. Lastly, went skydiving naked. Just playing off of that value and then giving people suggestions that match based on their answers. In this case, rebel to the core, I'm giving them suggestions that match that.

Also, we had a bunch of experiential ideas and installation ideas when we first presented. Just one of them here is, what if we took the typical makeup of fences whether it's chain-link, wooden, et cetera, and took those and had artist within Nevada basically create their own rendition and artwork out of that, and put them as installations in the state, or even in feeder markets, obviously tying it to the "Don't Fence Me In" campaign.

Then another campaign that we came in with that was really taking things even further from where "Don't Fence Me In" started, which is what we call, Who Are We To Judge? In this case, really having Nevada as a brand represent this, hey, go it your own way, we're not here to judge, we're here to help you find what you can do and then be part of that experience. Where we're taking this is really just representative of some of the tone and language that we liked, not necessarily suggesting that we're moving away from "Don't Fence Me In" at this point.

Real quick, I'll read a Pandora radio spot. Hey, nice play list. You obviously have a discerning ear for fresh beats, but who are we to judge? We're Nevada, and our attitude is, anything goes. People come here every day and cut loose in lots of different ways. From awesome desert road trips to weird museums, to back country skiing, and the whole Las Vegas scene. They love the freedom, and they don't want to be judged. Sound like someone you know? Learn more about the ultimate, no judgement zone, at TravelNevada.com.

Here is an example of what was a potential TV spot, calling this No Judgement Zone. Think of this being a—a sardonic voice that plays as a VO, yeah, freedom. And the digital here would first be a woman that's closing the door of her hotel room, right? She's walking away in slow motion, turns to the camera and there's a bit of a mischievous grin that comes over her face. If you want to spend eight straight hours

at the craps table while your husband watches the kids, have at it. Then you see two young couples climbing into a convertible, if you want a road trip four hours to see the world's largest taxidermy polar bear, more power to you.

People at Burning Man want to be climbing over one of the giant sculptures, or you feel the urge to find a [inaudible] vehicle in the middle of the desert, well, go for it. Then there would be this succession of vignettes, people doing all these spontaneous things. It could be lying down in the middle of the desert, or the highway, relaxing in the hot springs, really to represent that this is the place that doesn't come with any judgement. The final VO would be, because you just entered the 24-hour come as you are, do what you want. In other words—this is a do what you want. In other words, this is Nevada, and who are we to judge? Then one last example of an installation idea would be to take what we're calling, No Judgement Zone, placing large shipping containers in public spaces in our feeder markets, high pedestrian traffic areas, labeled the No Judgment Zone, but also not heavily branded so people are coming up and being engaged. The interior would basically include a lot of random objects that people can use however they choose, right? No judgment. It could be a photo booth in there, there might be a showgirl costume, a black jack machine, cans of whip cream, whatever. Upon exiting, they would get a swag bag and other items, obviously, that are branded in part of “Don't Fence Me In”. The idea here is to really play up the idea of no judgment, and then of course a component where they can share their experiences and moments as part of the No Judgment Zone if they so choose, with friends and others via social media.

Again, just a quick sneak peek at what we had originally shared. We are now in the process of using that as the launching point for where we go with the next iteration of “Don't Fence Me In”, and certainly working with the marketing team here to quickly come up with that direction and move forward with marketing.

SIMMONS: From a timeline perspective, we will be taking a look at the current work that ran in the October timeframe of last year. What we're going to do is, see if there are ways that we can involve maybe some of the language to get tied to the value of freedom, so that it builds a tiny bit of a bridge to ultimately then launching new creative in the spring of 2019.

KRIEHN: Kevin Kriehn for the record. The bridge, I think, is the key point there. What we don't necessarily want to do is come up with what feels like a totally new and fresh campaign that has a very limited timeframe, and then roll out the intended, “Don't Fence Me In”, in the very near future. Really trying to elevate the work to come closer to the value of freedom, shifting maybe the tone the headline and the voice a little bit. Then, ideally, looking at some of the visuals, but we don't want it to seem like—you know, here's TravelNevada's brand new campaign.

SIMMONS: Victoria Simmons for the record. We will have staff out to do a FAM trip to sort of get out into some of the other areas of the state in a few weeks. If we're going to launch new work come spring of '19, we'd be looking at doing production to fill in any new assets, sort of in the fall timeframe as well. A lot of work, really, to be done between now and next spring. We're really excited about it. Happy to answer any questions you guys might have.

HUTCHISON: Ms. Simmons, thank you very much. Mr. Kriehn, thank you very much for your presentation. Very, I think, exciting and fresh, and new. Really interesting concepts of things that we haven't seen before. Thank you for the work and the unique originality that we saw here. I'll open it up for committee members, to professionals on this committee. Any thoughts about marketing, and this direction, and where we're headed from this 2.0 version?

CUNNINGHAM: Jennifer Cunningham for the record. I'll start. Brenda, you're absolutely right. You captured the essence of "Don't Fence Me In" so well. I'm really excited about it, and it's something that the state can deliver upon. Whether it's from a small or rural area, or the urban areas, utilizing Burning Man, it's world-famous. I think it's terrific. Really nice work. I loved the brandscapes. I'm anxious to see how it rolls out.

RIBAUDO: Carl Ribaldo for the record. I really like this a lot. I have a unique perspective. I've ridden a motorcycle through Nevada every which way you can ride a motorcycle through Nevada. I've always been amazed at the idea of Nevada. I think you've captured the idea of Nevada. You've taken a concept like freedom, which is a fair—you know, a lot of people can claim you have freedom here, but you've put this Nevada piece to it that, I think, is defensible and can be really isolated as this brand of freedom. I think that's really exciting. I love the work. I think it's a great direction. Really good.

WINDBIGLER: Kristin Windbigler. Coming from Elko, I think it's fantastic. It really represents some thinking that I've been doing myself, because I'm so excited about it. Just about the small town of Elko, but then also for the Western Folklife Center and the National Cowboy Poetry Gathering, and how we are positioning ourselves. I'm just so pleased to see that my thinking matches up.

HUTCHISON: Great. Any other comments from anybody else?

TULL: I think it's great. This is Cathy Tull for the record. I think the work is great. I think what's nice is that it aligns with other states. We've always tried to market Las Vegas and a great concept to show that work throughout the whole statement, is really great to see how everyone can [inaudible].

HUTCHISON: Yeah. This is Mark Hutchison. I just like the—I like how edgy it is and a little bit 3.0, and gritty. I really like the Nevada outline around the characters who are portraying the freedom of Nevada. I just think that's unique and really captures—captures not only the message, but the fact that it's a Nevada message, in a unique way. I think you're hearing that we're all very excited and really like what we're seeing and the direction it's headed. This is a little bit different. Like I said, it's unique and something that we can all get behind and get excited about. Mr. McDonald, anything else on Agenda Item I?

RIBAUDO: Lieutenant Governor, just a quick question. This is a powerful idea. How does staff—do you now start to pull this idea through all the other stuff you're doing in marketing? Or do we wait until this is refined, and then begin to pull it through? How do you guys—I just think it's a great idea. If you're moving on it, terrific, but the sooner the better. I think it's really good. I'm not sure how you guys do it.

NEBESKY: For the record, Brenda Nebesky. I think Victoria touched on the plan, which is to refresh some of the existing framework of assets, to reflect some of the language. Then we'll be looking to the BVK team to make recommendations about how to transition most smoothly. Kevin's idea that—you know, we don't—this is still “Don't Fence Me In”, we don't want it to feel like something completely unknown, but this is just the next evolution [crosstalk] we want people to anticipate.

RIBAUDO: Are you guys guessing you can start—does this begin to leak into socials soon, or do we wait? Or, content development? How does the flow pull together, is what I'm trying to get at?

SIMMONS: Yeah. Victoria Simmons for the record. I think we absolutely agree that we want the sentiment of this new brand and the creative expression to integrate across every single channel. That means it would be working in tandem with all the agency partners, with the Commission, and with the staff to start doing that. I think initially, like for some of the work that's going to start in October 1, it starts with subtle language changes. I think come March 1, when the new work launches, then that's when the most robust version of this will come. I think at that point, I think we should be fully integrated at launch in March.

RIBAUDO: That's great.

HUTCHISON: All right. Any other comments, questions, from the Committee members for our friends at BVK, another wonderful partner in the great State of Nevada? All right. Mr. Peterson, anything else on this agenda item?

PETERSON: For the record, Dave Peterson. No. I just share the same excitement and enthusiasm as we move forward. I like this edginess as well. I think it's really cool, I think it positions Nevada very well. And as Carl said, having traveled on every bit of paved road and unpaved road in the state, I think that's one thing that separates Nevada from our fellow western states, is just how unique we really are. People that—Carl has mentioned this before, that you actually meet when you're in rural Nevada. I don't think you get that anywhere else, in any other western state. I think this is just going to be a fantastic next evolution of the “Don't Fence Me In” Campaign work from this team. I'm excited about that. That's all I have to say.

CUNNINGHAM: Jennifer Cunningham for the record. Also, the tone of non-judgmental. I am so proud of that. That's how I try to lead my life. To position the state like that, there's so many different applications. It makes me so proud that that's the direction that we want our state to head in. I'm really proud of it. I think it's great.

RIBAUDO: Nevada is becoming cool.

CUNNINGHAM: That is cool. And there's no judgment.

RIBAUDO: It is cool.

PETERSON: Yeah. Nevada is cool.

RIBAUDO: Even more so.

HUTCHISON: All right. Well, thank you all again very much from BVK. We look forward to working with you, and talking a lot more about these campaigns in the future. Thank you for your work. All right. That takes us off Agenda Item I, and moves us to Agenda Item J, Commissioner Comments. This is the time particularly for new members of our Committee, and certainly the rest of the members of the Committee, to make any comments about this meeting, or something that you've been speaking about with others, or thinking about, or anything else you'd like to bring up at this time. It's just an open floor now for members of the Committee to provide comment. Any comments in Carson City?

RIBAUDO: Lieutenant Governor, Carl Ribaldo for the record. I just want to let you know, I've really enjoyed the staff. You've got a great staff here that has really educated me and brought me along. They're doing a wonderful job. It's really fun to see this neat stuff come along at a state tourism level. Kudos and thanks to the staff.

HUTCHISON: We completely agree with you, Carl, and I echo your comments. If I just knew somebody who could double their salary, I would talk to that person. I just don't

know who that is. We have great people and great talent working on behalf of the State of Nevada. We are fortunate in that regard. Any other comments, members of the Committee here, before we move off of Commissioner comments and move to public comment? All right. I'm hearing none. That takes us to Agenda Item K, Public Comment. Are there any members of the public in Carson City who would like to address the Committee?

PETERSON: Lieutenant Governor, I don't see anybody here.

HUTCHISON: All right. Thank you. There are no members of the public in Las Vegas. That takes us off Agenda Item K. We move to Agenda Item L. Is there a motion to adjourn?

WINDBIGLER: I motion to adjourn.

HUTCHISON: Member Windbigler, very well-articulated motion. [crosstalk] and one that I guarantee you will readily receive a second. Is there a second?

CUNNINGHAM: Second.

HUTCHISON: All right, Member Cunningham. Thank you very much for that second. Those in favor, signify by saying aye. [ayes around] Any opposed, nay? That motion carries unanimously. We are in adjournment. And again, thank you very much for being here today, and continue to enjoy your summer and living in the great State of Nevada.

PETERSON: Thank you, Lieutenant Governor.

RIBAUDO: Nice work, guys.

PETERSON: Thank you.

The meeting adjourned at 11:42 a.m.

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