

MINUTES of the NEVADA COMMISSION ON TOURISM  
MARKETING MEETING  
September 5, 2019

The Nevada Commission on Tourism Marketing Committee held a meeting at 9:00 a.m. on September 5, 2019 at 401 N. Carson St. Carson City, NV 89701 and by phone conference.

**Call to Order**

Brenda Nebesky, Acting Chair, called the meeting to order at 9:01 a.m.

**Members Present:**

Jennifer Cunningham  
Carl Ribaud  
Deny Dotson  
Fletch Brunelle  
Kristin Windbigler

**Members who are absent/excused:**

**Staff present:**

Brenda Nebesky, Acting Director  
Mary Ellen Kawchack, Chief Marketing Officer

**Guests:**

Bridget Wirth, BVK  
Seth Gordon, BVK  
Meredith Miles, Fahlgren Mortine  
Jarrod Lopiccolo, Noble Studios  
Rick Saake, Noble Studios

**Roll Call and Determination of Quorum**

NEBESKY: For the record, I'm Brenda Nebesky, the Acting Director of Travel Nevada. I'll call this meeting to order. This is the Marketing Subcommittee of the Nevada Commission on Tourism. I can confirm that the meeting was properly posted. I'll take a roll call. Jennifer Cunningham?

CUNNINGHAM: Here.

NEBESKY: Kristin Windbigler?

WINDBIGLER: Here.

NEBESKY: Carl Ribauda?

RIBAUDO: Here.

NEBESKY: Deny Dotson?

DOTSON: Good Morning. Here.

NEBESKY: Fletch Brunelle?

BRUNELLE: Here.

NEBESKY: Thank you. I can confirm we do have a quorum.

I'm going to take a minute just to say we have all of our wonderful consultants, many of them in the room here today to give presentations, and I'd like the Committee members to listen with this point in mind, which is at the last full Commission meeting, we had some questions regarding the nature of the reporting that comes out of this Committee.

In other words, how do we best report to the Full Commission about how we measure success in marketing, what are the best benchmarks to present? We obviously have a strategic plan and KPI's that we work with, but those quite often don't tell the whole story.

So, please as you're listening to these presentations, I know some of this material will be maybe basics for some of you, but listen to it with that in mind. How does marketing best present its work to a Commission on a quarterly basis that's the best possible snapshot of progress and forward thinking and how we're measuring success as we go.

### **Public Comment**

NEBESKY: I'll move on – with that said, I'll move on to Item B, Public Comment. We have no one here in Carson, but we do welcome public comment if there's anyone on the phone. Any public comment? I don't hear anyone.

### **Approval of Minutes**

NEBESKY: I'll move on to Item C, Approval of the Minutes. They were in the meeting packet. Can I get a motion to approve the Minutes from the last meeting?

CUNNINGHAM: I move that we approve the Minutes from the last meeting, April 17<sup>th</sup>.

NEBESKY: Wonderful, Jennifer. All in favor say aye.

CUNNINGHAM: And July 9<sup>th</sup>.

GROUP: Aye.

NEBESKY: Okay, so no nays. Okay, so that item is approved.

### **BVK, Noble Studios and Fahlgren Mortine**

NEBESKY: I'll move on to Item D. Emmy do you have anything to say before we move into BVK's presentation?

KAWCHACK: Emmy Kawchack, for the record. BVK is on the phone and they are going to run through our deck. We are starting our northern production next week. Very exciting. So, this is very much in motion right now, to the minute changes might be happening. We're booking talent and moving ahead. Bridget and Seth I believe are in Milwaukee, is that correct?

WIRTH: Yeah, hi everybody. This is Bridget and Seth here. You know we would love to have been there in person, but a number of our team are already out there in market right now. And I'll be joining next week. So we'll walk through at high level, the approach for the north production, which we are excited to be getting out there, and capturing more of the beautiful state. Our initial production focused mostly on the southern region.

And so, if you could start on slide 2. We'll just walk through an overview of our beautiful locations. And then give you a picture of the towns that will be represented within each spot. Starting with Lake Tahoe.

KAWCHACK: Okay, thanks for your patience. We're up for right now, so we're going to start with day one in Lake Tahoe. Thank you, Bridget.

WIRTH: Yeah, of course. I guess just before we dive into the specific locations, just a reminder that really the goal of why we are headed out to these specific

destinations was to build on what we captured in the first [inaudible] representing different products within the state and ensuring that we have a mix between outdoor activities and multiple indoor ones.

We started in Lake Tahoe. We obviously want to capitalize on beauty of the lake, so we'll be focusing on some water activities with a little beach set up, swimming in the chilly water, and then getting out on a boat for some wake surfing and wake skating.

We'll also be hitting those trails and leaning more into an active adventure and component with activities like hiking and trail running. And then we also have some lovely talent scheduled to tap into the flexibility of the destination as to activities like yoga on the beach [inaudible] the juxtaposition between the water and [inaudible]. So then moving on to slide 3.

GORDON: So, you'll see I think we really built on the last shoot. I think we've got some great talent. I think we want to make effort to get you a more diverse group of people, all ethnicities, all ages, showing activities while still staying true to that goal, getting real people doing a variety of activities and, you know, and being as authentic as possible. So, here we see yoga on the beach. And we also have families. You don't see it here, but in Carson City you know we had [inaudible] middle-aged kids as well as younger ones.

KAWCHACK: Seth, if I could interrupt you for one moment. I'm sorry, before moving on to Carson City, Carl has a question.

RIBAUDO: Yeah, just on the Tahoe part, if you can go back to the original slide. Yeah, a couple of good things there. I like the direction. I would just suggest on the yoga thing, I totally get it, but really what you're after is solitude, okay, and that could be somebody sitting on a beach, not only doing yoga, so keep that in mind as you are getting your shot list and all that together, because a lot of people don't do yoga, but a lot of people do do solitude.

GORDON: Yeah.

RIBAUDO: I just throw that out there as a suggestion.

GORDON: Uh-huh. Thank you.

RIBUADO: And then on my notes it says motorcycles, and motorcycles are terrible in Lake Tahoe. Save motorcycles for the rest of Nevada because it's a lousy drive around that lake, and it's slow, stop signs etc. Trust me. You got way better

motorcycle stuff elsewhere in the state, so that's just a little two cents from my perspective.

WIRTH: Yeah, I appreciate that comment and [inaudible] keep things very simple [inaudible] yoga.

RIBAUDO: The yoga woman is very good.

SPEAKER: I thought so too.

WIRTH: Are there any other questions before we can move to slide 3 for Carson City? Carson City, we also will be moving from Tahoe to Carson and just capitalizing on those beautiful mountain passages that lead from town to town. We will be doing some driving scenes too to ensure that we have more diversity in terms of landscape and vehicles to paint our road trip message and that then takes us to Carson City to tap into a historical perspective of the state and also adding to that cultural layer, the Railroad Museum. So, moving to slide 4, I believe, or 5 rather.

KAWCHACK: Carl has a quick question on Carson City.

RIBAUDO: I think the railroad – you can over do that. I think there's a cultural lay-in in the absolute downtown of Carson City.

The vibe that's really been created here, the Brewery Arts Center. If you're really after a historical piece, that's it, but I think you'd be shortchanging Carson City by not including this cultural layer that really has separated itself from Carson Valley and the other places.

SPEAKER: Kit Carson Trail?

RIBAUDO: Yeah, yeah. So, I just throw that out there that the evening shot.

NEBESKY: For the record, Brenda Nebesky. I just want to add that we do have an obligation as the Department that houses the Division of Museums and History to honor our –

RIBAUDO: No, no, no, I'm not saying don't do it. I'm just saying there's other –

NEBESKY: [inaudible]

RIBAUDO: – pieces to it, that's all.

NEBESKY: I just wanted to remember that.

RIBAUDO: I get it. No, no, no. I get it, I get it.

KAWCHACK: Emmy Kawchack, for the record. I do also want to point out that we have so many ideas and so many things that we want to capture at different times of year.

RIBAUDO: Okay. Right.

KAWCHACK: I think, you know, this is the first year that we're doing these two, and we have a couple more years and I definitely agree that this may not be the best time of the year.

RIBAUDO: I'm just throwing my suggestions out there.

KAWCHACK: I definitely agree but there are – that it might not be the best time of year. I would love to see that in the fall, and I think that as we continue our work with BVK there'll be opportunity to capture all of the places that we want to capture.

RIBAUDO: I just think Carson City is making a move, you know, in the tourism play, in the tourism dynamics of this region and –

KAWCHACK: We do hear it a lot.

RIBAUDO: Yeah, yeah, yeah. I know, you guys. No, I just think they are. When you look at the competitiveness of different destinations, Carson City has increased their competitiveness.

RIBAUDO: While other destinations have decreased their competitiveness, So, anyway, that's my two cents. Move on.

KAWCHACK: Okay.

RIBAUDO: I got it.

KAWCHACK: Thank you though. These are all good comments, and it's good to know as we move forward where we want to hit if we can't get it this time.

CUNNINGHAM: Yeah.

KAWCHACK: Where we need to come back and –

CUNNINGHAM: It's just becoming a cool city, I think.

RIBAUDO: Yeah.

KAWCHACK: Okay, so we can go ahead and move on to the next slide, is that correct?

GORDON: Yeah. And this slide it's a great, young family with some kids that are old enough to be active and show them interacting with their folks and doing things in and around Carson City on trails. Then move on to Sand Mountain.

WIRTH: Yeah, yeah, then we'll have [inaudible].

RIBAUDO: [inaudible]

WIRTH: And just a very different type of landscape at Sand Mountain so here we are utilizing I guess more technical talent you'll see in the next slide because we will be bringing in some ATVs and possibly dirt bikes. We'll also have an opportunity to capture some sandboarding and just activities on the dunes so trying to really make this really active and demonstrate the different types of sports available a little unique.

GORDON: Yeah, very dynamic, very spontaneous. Very active, some great stuff you have out there. Some really talented, there's really skilled talents.

WIRTH: Yeah, so slide 7 should be a snapshot of the different talents that will be represented. Some were specifically chosen because of their technical skills. As we mentioned and we'll really [inaudible].

GORDON: We wanted to [inaudible] real people doing real things, and so we're not trying to, you know, [inaudible].

WIRTH: Yeah, and safety is a real concern.

GORDON: [inaudible]

WIRTH: Yeah.

GORDON: Okay, moving on to Ely.

WIRTH: So, in Ely we'll be tapping into that landscape on the trails with mountain biking. It will be quite fun. We actually saw some fun videos last night of our production partners out hitting the trails and having a great time. So, again into more active talent here and who are technically skilled and then also capturing some cultural components stopping at Ward Charcoal Ovens, and then also getting into the city center where there are some of the beautiful hand-painted murals that we'll be capturing to add some more artistic elements.

GORDON: [inaudible] up and coming from [inaudible] getting that out there so people can find this and up till now [inaudible].

WIRTH: Yes.

GORDON: I think it's a great way to bring to life and show potential for so many kinds of things. There are some great mountain bikers and I think the trans [inaudible] are some awesome vehicles we're going to be using and the [inaudible] bikers and activity sporting.

RIBAUDO: You know, it wouldn't hurt to have a motorcycle on that road. Just saying.

WIRTH: [inaudible] Great Basin is where we'll end up on the shoot.

I'm really excited for the team to get out there and present a really dynamic location to capture some unique adventures and stars and placing an emphasis on that but [inaudible] in motion with a camping scene and we'll also get on the trails out [inaudible] and some scenic [inaudible].

GORDON: It will be great to show some landscapes of people not often [inaudible] in Nevada and a great hidden gem with our park system, we'll be showing some camping and hiking and taking advantage of some other younger talents.

WIRTH: That's the plan that we're actively working towards right now, and we're happy to take any other questions that you may have.

GORDON: [inaudible] spontaneity along the way. Are there any thoughts, comments, suggestions?

CUNNINGHAM: Jennifer Cunningham, for the record. It's great, you're hitting it spot on. I can't wait to see it and take the photographs and bring them to life. I think well done, and the models, the talent that you have, I think you've got a really nice cross section with the demographic age variety and ethnic background, and I'm



sure it talks to your target audience. So, it's nice. I like it. Just more motorcycles is what I'm hoping for.

RIBAUDO: Well those lonely road opportunities.

SPEAKER: It's perfect for that.

RIBAUDO: It is spectacular. I've just got to say.

WIRTH: I've had a hard time hearing those away from the sound. I have just a comment regarding motorcycles, just to confirm and clarify that we are doing the road trip scene specifically in the Tahoe to Carson City area. We'll actually have more Ford SUV's that we plan to travel with bike racks on and use at that specific location to tap into that environment. Motorbikes would be used more for the [inaudible].

RIBAUDO: Yeah, and make sure you have the right motorcycle. It has to be – motorcycle people will pick it apart if it's not.

KAWCHACK: I think it's a Harley. I think the couple that we chose rides a Harley and last time we had a different bike.

RIBAUDO: That's not shown.

CUNNINGHAM: It's a touring bike.

RIBAUDO: It's not a Harley. It's a BMW.

RIBAUDO: I'll show text you a picture.

WIRTH: That's part of the reason why first we chose the talent there was for their skills and they had to be able to use their own vehicle. They're bringing their own vehicles. This is their life style and they are authentic and few people who actually [inaudible].

CUNNINGHAM: Nice.

RIBAUDO: Good job.

WIRTH: Thank you.

RIBAUDO: Feels good.

WIRTH: Well thank you. It's fun getting out there and hitting the road.

SPEAKER: Very excited now.

NEBESKY: Well thank you so much. Are there any other comments? Fletch or Kristin, anyone on the phone or not present want to say something about the deck?

WINDBIGLER: This is Kristin. [inaudible] I think it must be working. And I'm just wondering why Elko or [inaudible] isn't represented?

KAWCHACK: Again, this is Emmy Kawchack, for the record. We have a lot that we're trying to cover in a short period of time, and I think that we're going to get back to Elko again. I know that was in our last spot, so we're just trying to rotate as fast as we can through all of the places that we want to showcase.

WINDBIGLER: It's a little difficult to hear you guys. Sometimes the sound just cuts out. I think it must be because some people are farther away from the phone.

KAWCHACK: Is this better?

WINDBIGLER: Yes.

KAWCHACK: Okay. The microphone must not be connected to the phone, so Emmy Kawchack, for the record. Kristin, we definitely want to get back out to Elko. It's a timing issue right now. We do need to get through one year and then we have the second year, and we were just in Elko for our last shoot, so we're going to rotate back through and would like to do the reviews again in the snow.

I think that's a good way to showcase that area as well, so it's all in the plans. We have another three years so hopefully we can get everywhere.

WINDBIGLER: Okay. I just thought you would say that and I just wanted to clarify. Thank you.

CUNNINGHAM: Jennifer Cunningham, for the record. I just want to thank Brenda and the team here because at the last meeting I was moaning about just starting the Las Vegas shoot and you guys said you'd work it into next year's budget, and you really fast tracked it, so thank you. I appreciate that.

NEBESKY: For the record, Brenda Nebesky. One of our greatest challenges is, of course, to be geographically fair, and it's a big state and in 30-second spots, we're trying to do as much as we possibly can. But Kristin, we did feature the Rubies

exclusively in the Heli-skiing spot, so we felt like we would give it a little extra love, and we'll circle back around, but yeah, we're just trying to give everyone as much coverage as possible.

WINDIBGLER: Understood. Thank you.

NEBESKY: Okay, so we'll move on to Item D2 and Noble Studios, and I'll throw it over to Jarrod.

LOPICCOLO: Perfect, yeah, thank you. This is Jarrod Lopiccolo, CEO of Noble Studios, for the record. And with me today I have a few colleagues that will jump in on this presentation. We're going to be going over the digital images for fiscal '19, and then we'll recap that and then sort of roadmap for the fiscal year 2020.

Here's what the agenda looks like. We'll look at Services Overview. Our initial discovery was done in the fall and the website, the maintenance repair authorization, some of the personalization and CRO tests that we've done. Specifically, we'll highlight some ad hoc projects that we've been working on and then we'll round it out with the search for SEO and SEM and the work that we've accomplished there. And then the final thing we'll look at is that 2020 forecast and services overview.

Okay, so we're just going to walk through this pie chart. The largest portion of the budget was spent around website support and initiatives. Then 25 percent was for the performance market so that's SEO, SEM, CRO, which is Converting Rate Optimization, and then CRM, which is Customer Relations Manual, a software platform.

We then move to 5% with the user experience in our picture. So, focusing on enhancing the user experience. 2 percent was focused around ADA compliance, making sure that we bring the site which was out of compliance in two of the minimum levels of compliance and we'll show some more detail about that in a minute.

Then 17 percent was spent around road trips, right, one of the supporting goals of getting people into the rural areas, and so we built that immersive road trip experience. We'll go over what that looks like and then also stage the foundation for the new website build that we're going to be proposing.

Eleven percent of the budget was then spent towards Hubspots and re-platforming. We'll get into some more detail there. And then 10 percent was

spent, the initial – when we’re onboarding a client, we always do an initial discovery and we’ll go into some detail and what that looks like in our findings.

With that, we’ll start with that initial discovery. This was done in the fall. We essentially always anchor ourselves back to the mission, which is to effectively promote statewide tourism to enhance the economic vitality of Nevada. That’s then paired with our strategic plan focus, right, which is increasing overnight visitation to the state of Nevada, through travel and tourism activities.

We looked at our position statements and we sort of highlighted some key things in there, dreaming and planning, encouraging purchases, making sure we have a robust platform, immersed into the brand of Nevada, making sure that the website becomes an essential partner and making sure there’s intuitive functionality and that it’s always built and centered around user-centered design.

So, this was our discovery. We started first with [inaudible] what you guys provided us with all the documents; that’s the strategic plan. Upon reviewing that plus some additional other documents, we did partner discussions. Are we still presenting findings?

KAWCHACK: You’re presenting, but it looks like all [inaudible] has dropped off.

NEBESKY: Yeah, just let’s hold just a minute, Jarrod, and we’ll see if Ron can get them back.

CUNNINGHAM: That might be a good idea to print it up to remind them it’s not about promoting just Reno and Vegas. It’s about exactly what you stated, to get the reminder out, bring them back in.

NEBESKY: You’re right.

LOPICCOLO: Okay, so yeah, to kind of pick us back up, you know, when we initially started when we bring on a new client we do the discovery and this is really everything from the client provided documents. That’s looking at the strategic plan and any additional documentation over the years.

We then did partner discussions. We then go through SEOI and do a data valuation. We review goals, and then KPIs we look at doing a UXR audit from a user experience standpoint, a content audit, a social media audit, customer relation management audit, CRO audit and then ultimately we do a technical audit of the infrastructure.

And all that helps us lead to building out those additional [inaudible] and really get a sense of a benchmark of what we need to do to move forward.

So, but we also identify opportunity during that sort of initial discovery, and we bucketed this into three buckets by traffic by making sure the site is findable and it's accessible so ADA compliancy, we make sure it's performance based so that it's not only performing well in terms of speed and usability, but also mobile users, right, you know we're in sort of a mobile first generation when they [inaudible].

And then engagement, right? Is it useful information for the user? Is it personalized, right, for that user? And so those are the three opportunities we found, and everything kind of anchors back to that.

We're looking at the goals and KPI's we sort of make sure that before we begin a project with a client we really align those goals. And the three primary goals were increase stakeholder visibility, increase visitation, new and repeat visitors, and then ultimately increase visitation into the rural areas.

You'll see the logos we have here for KPI's that we track against, so whether it's stakeholders we want to make sure that people are clicking on directions and phone numbers, business stakeholder profile pages, referring out to their website. We track all that and report that on a monthly basis.

Increase visitation is another goal and we look at newsletter sign-ups, account creations, visitor guide downloads and ultimately social shares and then for the final one, increase visitation to the rurals. We want to make sure that those pages that we have designed and built out, the rural pages, are getting that level of engagement. You'll see also when we talk about the ad hoc projects, the road trips. That really helps focus this on the rural areas as well.

Going into these other buckets, you know, website, we call it MRO which is maintenance repair and optimization. That's really the inherent website and making sure that we're maintaining it, we're repairing any sort of issues, we're optimizing it to provide a better user experience.

Some of the key things that we did this year was outside of the regular website maintenance into these subcategories we worked on supporting the UI/UX updates. We did CRO implementations and [inaudible] conversion rate optimization implementations. We supported a lot of our SEO initiatives. Rick will be presenting on that in a little bit. And all that effort has paid off.

We looked at travel guide requests and form errors. There were some things that we had to do, we had to cleanup in the background. We also integrated CrowdRiff. It's a great user generated content platform we use that helps the buyer with the dreaming and planning stage for those buyer [inaudible] so we included that to our site. We focused a lot on media compliancy, making sure the site worked and rendered really well. And then we did a lot of CRO integrations.

Some of the things when you first go to the site you know, we go through a benchmark with [inaudible] not only for user experience for a mobile desktop tablet, but it's also really great for search engine optimization. It's one of the key rankings that if you can reduce the time on site, or excuse me, the speed of the site and how fast it loads, ultimately Google and other search engines rank you and give you a higher placement so we were able to reduce that down by 25 percent. And this level has been maintained at this site.

Moving into personalization and CRO, we did 880 tests and essentially that's where you have a control group and we present one option over the other and each time we want to make sure that what we're presenting and testing, it showed a better user experience, more engagement, more favorite clicks, more newsletter signups, and so with the 8 test we launched there was 118 percent increase in that engagement. So, we then now make those permanent tests.

The personalization launch, these are also – this was a little bit more conversation rate optimization, getting the click on call to actions and things like that. We launched 18 of those personalized tests with 140 percent increase in engagement. So, those are all these learnings that were in the ultimate transferring over to when we look at rebuilding the new website.

The task is to get a little granular, so on a mobile device, you know, we have specific sign up for our newsletter button and we wanted to test to the audience which call to action would resonate the most. So, we had it send for our newsletter, get it in your inbox you know, get the newsletter and start exploring. And oddly and awesomely enough, when we used start off exploring it increased our newsletter sign-up by over 116 percent.

So, it didn't even call out to sign up newsletter by clicking on that it really resonated with the intent of that user and that he would sign up, so that's now a permanent test, and it's in place.

Some other things which is again the power of just changing simple things, but we had “add to favorites” icon button up above on the top right, and we decided to test “save” or “view later” or “add to my favorites”, just that simple word, adding “my” and actually when we did that, we found it had a 200 percent, over 200 percent engagement. So, that’s now permanently in place, so just changing from “add to favorites” to “add to my favorites”, that increased that level of engagement.

So, personalization wins, you know, we focused on geo, you know, there’s certain things we can do by giving messages to people that are close to our region. For instance, the drive market, fly market or international market. One of the other ways we test is by looking at new users versus returning visitors.

Just by changing the welcoming text to – or the header text, excuse me, to hey, welcome back, it garnered a 32 percent increase. So, all these micro tests that we’re doing ultimately optimize the website that it’s built, giving us all the information and data we need as we rebuild the site.

One other test that we had done, and this was actually a multi variant test. What that means is we first, if you look to the right where it says your personal guide to all things Nevada then it says sign up for our newsletter. Before, there was nothing there and so we first said well let’s test if people will sign up if we put it there, and so we did that, and we saw that there was more engagement.

And then we said now let’s change the call to action, so this is a more generational, multi-variant test. Now we tested “get the newsletter” or “sign-up for the newsletter,” and then by not only, you know, placing it at the top but than also changing the call to action we received a 300 percent increase in newsletter sign-ups and confirmations. So, again, all these things will be transferred over.

Looking at some ad hoc projects, one of the things that we look at when we take on a client, especially a government entity is ADA compliance and making sure that we’re up to compliance and standards. Just to kind of anchor all of us, you know, it is a real thing that over 8 million people in the U.S. that have a vision impairment and these people, they will have to rely on their screen magnifiers or screen readers and then also some have color blindness.

And so, there’s sometimes a contrast between the color of a text for instance over a background color of navigation or text over imagery. It has to be a certain level of contrast to that. So, we look at all these different visual factors and we – at the very onset we test out certain things, certain global elements

like the header and the footer, and those are global elements. That means they're across all parts of the website.

We then look at other things like category listing pages or category pages. Those are considered templates being that they're reused for multiple places on the site by trip and of course our main navigation tablet so that means that maybe someone won't be able to actually physically use a keyboard and they have to call out for navigations, so we have to put some code behind there.

And then things like place sections and then [inaudible] but also great for people that are impaired, visually impaired is image attributes and this is when, for instance we had a picture of Las Vegas you want to make sure it says Las Vegas, you know, or Burning Man, it says Burning Man on it. Otherwise the people that are blind they won't be able to know what that image is.

It's also great. We call it Google search engine juice because essentially Google loves it when we have – that we tag all attributes or image attributes against those. So, we found when we first took on the site that in all of these areas there was a need for improvement. After just the first few months of post our discovery we fixed all of those and we bought ourselves up to minimum level of ADA compliancy, which is great.

Finally, which is going to be more geared for the future, one of the great improvements that Travel Nevada and the whole state actually took on was the platform SiteImprove we're going to be using as we plan out the new website for things like ADA compliance while we're building the site we're able to test the ADA compliance and see how we're building it. And so, we can work as hard as we can so we can get to the highest level of ADA compliance.

Certain things though when we're bringing in like user generated content that are coming, for instance from Instagram, those don't have to tags on them, and so they don't have this image and they don't describe that that's a Burning Man photo or a Las Vegas photo and so we're looking at ways where we can append actually those tags as it comes through to our site so we maintain the highest level of ADA compliancy.

Otherwise we would have call that out in that background of the code to let users know that this part of the site will not be accessible entirely for ADA compliancy. So, we'll also use SiteImprove for GDPR compliancy. Things like forms. We don't want to pass your personal identifiable information through the query to the database so SiteImprove will help us maintain our level of GDPR compliancy. We'll use it for SEO [inaudible] or excuse me, Right Edge,



[inaudible]. These are all tools that we'll use in concert with each other to basically have the most optimized SEO user friendly website.

And then lastly, we'll use SiteImprove for the quality assurance testing that they have in the background. It really essentially will be looking at the site on a daily basis automatically and they'll give us reports and things like that. So, we're excited about when the SiteImprove does improve ADA compliancy and there's a lot of other benefits from using the platform.

And then this is a great exciting project that we all worked on in collaboration with, you know, with everyone, BVK, Fahlgren and Travel Nevada team, but essentially looked at, you know, this is sort of a new travel trend of road trips, right? You've got all kinds of studies that are out there showing people want this type of authentic trip. They can pack, you know, what they want to pack; they can stay longer in areas. They get to have the freedom of feeling like they're very immersed into the immersed environment.

We have the data that shows that high search volume and the high intent in this new travel trend. Let's set some goals by doing the road trips itself. So, we looked at, of course, the strategic plan and seeing a need to bring users into the rural areas, so that was obviously part of overarching goal. We said well what [inaudible]. So, we knew we'd go enhanced usability so taking a mobile first approach.

We looked at editorial formats, right, instead of having the sort of blocks, all the masonry blocks and we think of what Pinterest and the image and text underneath there. There is actually more engagement. People stay on site longer when there's more of a magazine editorial type format. So we wanted to test that, integrate that. We wanted to make sure we're updating the feel and creating a fluid design. All these things again were transferred over into the new site design.

We wanted to increase total sessions and knew that there was organic traffic out there, that really organic traffic if some of the highest converting highest qualified traffic so we wanted to make sure that we were garnering and capturing more from the total sessions which means more organic traffic. And then when they get there, we wanted to make sure that there were increased pages per session, so they actually stay, you know, on site longer or go deeper into the site.

And then we knew that integrating the user-generated content would also help with that. Many studies show that that influences that dreaming planning stage

for the journey, and then just the overarching goal of staging it for the rebuild so making sure that what we were testing and using and doing will actually transfer over which would yield time savings and cost savings.

Finally, we wanted to make sure that we were being contextual, right, so geo targeting so, you know, changing content based on where you're at by geography and then also locally caching content so if there are road trips they can be locally cached. That last goal that we're still working on and we're going to be building that much deeper into the new site because the platform is more expandable for it.

So, with that staff completed the new templates. We focused again on mobile and desktop interactively and focused on the interactive experience. We integrated custom hardware integration. We did content creation in collaboration with Travel Nevada around all the road trips really just focusing on setting the stage of what kind of content and messaging and tone that the readers would have.

And then we, of course, collaborated with the other agency partners. Some of the studies at post launch that were done by Destination International showed that study participants were highly engaged in the content and felt this section was inviting them into an adventure. This information was considered extremely helpful to the travel planning process.

The main suggestion for improvement was changing the bulleted highlights into clickable links, which would allow the user to get quickly and easily reach sites of particular interest for them. So, that's great feedback. We're going to be looking at how we can sort of truncate and then apply some of that content.

In addition, there was an additional recommendation of adding suggestions of where to eat similar to where to stay, so really people are wanting that contextual experience, so that's going to be part of some of these suggestions that were integrated into the new site architecture.

Then again some other comments was done really nicely. Each road trip fits well on the page in my mobile phone so getting that validation of mobile first and then this makes me want to come back and research further because there's a ton of information and great pictures. This looks complete, highlighting unique points of interest, not just general information. So, it's really customized to that user.

We want not just the soft validations, but the hard ones too. We looked at sessions who visited road trips was up 38 percent. Road trip pages were up 16 percent. Partner referral is one of our most important goals, right, linking off to our partner referrals, was up 28 percent. Organic search traffic which is that [inaudible] and we wanted to capture that additional session, was up 98 percent.

And then this is great, traffic from the surrounding areas; so then that geography was up 43 percent which again makes sense because that's where some of these people are coming in, if they're driving in for a road trip. Finally, I'm going to turn this over to Rick cause I'm talking a lot, and hopefully you guys got a lot out of that. Rick, you want to jump in?

SAAKE:

Rick Saake. When we went through the discovery process one of the things that we found was that there was an opportunity within the CRM to take on a better and more advanced way of managing our clients that we have and then be able to use those through email platforms.

So, one of the things we were wanting to do is we did some analysis. We brought in four companies and we looked at four opportunities. We had a list of what our actual needs were, what our wants were and what our dreams were and so we ended up narrowing it down to Hutspot and Ackerman {phonetic} and we were able to go through and validated that through not just Noble looking at it but also Travel Nevada, their team, several people that analyze and make sure that everything that they were looking for would be within the [inaudible]. And ultimately we chose Hutspot.

It offered a lot more opportunity for not just currently, but Hutspot is continually growing. It's been around a long time, and it offers an opportunity for us to have the partner to grow in the future with. On the left hand side you can see we moved from a system where there was flash that was not explained well within the charts to now [inaudible] quickly go in, we can pull specific dates and time segments, and pull data out and the email builder before was antiquated. A lot of it had to be programmed on the outside going in. With Hubspot we've got templates that we have built in and now it's mostly a drag and drop of information to process that through.

So, the reasons of going forward with this, first of all we wanted to make sure that it was a fully integrated CRM we could use while looking at new opportunities that we could work with in the relationship to other programs that we have, surveys. It offers great growth in the future. Even when talking with them they would tell us like, here's a product that we're looking at. It

needs to be six months to finish. They have great integrations with these other companies that are out there and so [inaudible].

Their way of doing automation and streamlining things and we're [inaudible] through the process and, you know, encourage people to be using our email newsletters more often. It gives us great insights. It lets us go in and dig through the data and find out what people are doing, where the focuses are and then we can make adjustments and customize which mean that we can add things when we want to, and we can keep growing with the platform. The other variant, which is great, is we were able to take a group, which was \$120,000 a year and brought it down to \$60,000 a year.

CUNNINGHAM: Great.

SAAKE: Yeah, so now taking a look at SEO/SEM, some of the things we've had over this last year. As you can see, during the discovery period which is the first portion of the year. There wasn't a huge amount of activity that we were actually doing because one of the things before we were taking action, so we made a plan and if we start with action we have found having to go back and change it. So it's "ready, aim, fire", rather than "ready, fire, aim."

Most of that started in November or December. We started seeing some growth coming out of the January numbers and we started to see that gap. The blue is this year and the orange is last year on this chart. So, the numbers keep moving in a positive direction.

Seeing some slight decrease in the number of pages per session and a little bit in session duration. A lot of that happens though because as we're optimizing the SEO and we're getting people to a page they're looking for they're seeing less pages and they're having to go through the cycle for less time frame. So, we see that happen.

But seeing [inaudible] also going down, also notice that people are actually using it in a function [inaudible] and referrals that we're doing, definitely seeing movement in the right direction, continuing to grow and moving those numbers forward is where we want to be.

CUNNINGHAM: Nice.

SAAKE: So, one of the tasks that was taken on and Fahlgren and Travel Nevada has helped us out with this. There used to be a limited number of channels that we

could review to determine where traffic actually was coming from and was it actually converted in the ways that we wanted.

So, we went through a process and we had actually used display category and the other category which was [inaudible] display and it actually categorized it with Google and created out a bunch of new areas so we were able to look at native and content such as video, print, partnerships, everything was going through the process. So those were created in April. That's why you still see data in some of the other [inaudible] as well.

But overall you can see organic search huge increases going up. Page search traffic was fairly flat, but as you'll see we've had actually very good movement with conversion on that. And so, the other thing is talking about what organic is doing and we always like to grow the key words on site. That's not a priority that we're aiming for. We're trying to get people onto page one because that's where the majority of the clicks actually happen and Chet [inaudible], he always tells us the best place to hide a dead body is on page two, right?

GROUP: [laughs]

SAAKE: So, we cycled up 103 percent for key words on page one, and then also those which we are trying to position which garners the majority of clicks that happen are made on the search engines. That grew by 36%.

The blue chart that's down on the bottom [inaudible]. It takes a look at what kind of traffic is coming in for a key word and what the assumption is for the position you're in for traffic which would be driving the site. And you can see as the year went along, we definitely seem to have gone in a positive direction and continually seeing [inaudible].

So, given our numbers for page search, we did see overall page search sessions since April when we took over the portion of [inaudible] have moved in a positive direction. We were able to drop down the bounce rate and increase the number of [inaudible]. Visitor guides are around 98 percent and the session durations [inaudible] are up 21 percent.

Other significant things to note was we did some refinement on some of the ad campaigns that are out there and a lot more traffic previously into Las Vegas and Reno Tahoe viewers, and it is the majority so it's more than 85 percent in that direction. So, we modified them and started pushing into some other areas with outliers to those and optimizing some of the things that are going on.

We have summer campaigns that are going and running those and getting ready to set up the fall campaigns now, telling people about all the types of things that they can do and look forward to and so we've also seen the rural page counts go up as well.

CUNNINGHAM: I have a question, Jennifer Cunningham, for the record. So, great at getting the bounce rate down, but it still feels high. Is it? In looking at the column before your average is like 64 percent, which is fine, but I'm seeing still some high in that column, some high bounce rates. So, is that something you guys are working on?

SAAKE: Sure. So, the ones that we're managing are paid search and organic search, are lower. And sometimes you have display advertising it's false [inaudible].

CUNNINGHAM: Yeah, got it.

SAAKE: in that it isn't exactly what they're looking for, so they may get to a page where display advertising does send them to a page that answers the questions that they may have. And then they may leave after that, but again that's [inaudible] that this is one of the options they can consider.

CUNNINGHAM: Okay, thanks.

MILES: Yeah, Meredith Miles, for the record. Also from a paid media perspective [inaudible] that a lot of times you will see a higher bounce in general because you're casting a much wider net, but a lot of the calls to actions will be the banners that we're running and the messaging that we're running can be driving to take one specific action, get your visitors guide, get your e-newsletter. So by them going to one singular page and maybe taking the action might technically count as bounce by nature but be one singular page and then they leave, but they actually are a high quality visit so there's a little bit of blur and the context doesn't always live with the number kind of in it's [inaudible], you know, black and white.

CUNNINGHAM: Okay.

RIBAUDO: Carl Ribaud, for the record. When did you want to have comments on measurement?

SAAKE: We're almost done.

RIBAUDO: I've got some thoughts, but I want to hold them to whenever you feel is appropriate.

NEBESKY: Brenda Nebesky, for the record. Meredith is going to address some of the process from her perspective.

RIBAUDO: Okay.

NEBESKY: And let's discuss it after that.

RIBAUDO: Perfect, that's fine.

NEBESKY: Thanks.

SAAKE: So, yeah, so actually the last is just a pie chart from the year 2020. What we're showing is we are consolidating some of these areas that were no longer needed after discovery time.

We have three areas we're focused on. One is the current website support initiative, so we're going to continue guide traffic, optimize it, maintain it optimize user experience. And then we ultimately want to focus still on performance markets so SEO, CEM, CRO and CRA. Those budgets are definitely shifted and adjusted slightly.

And a bigger focus is page one of the website redesign project. This is a multi-year approach. Page one will be that we'll launch a new website this year that will have a foundation that we need in visitor experience, the end result is to deliver a highly personalized website as you go to year two and three in the website rebuild process. So, that was it from us.

Any questions or comments?

CUNNINGHAM: Jennifer Cunningham, for the record. Will it be more personalized than the RSCVA website? [laughs] Are there best practices that we can share with them and we can take from them? I mean I think –

SAAKE: That's actually a great question. I think, you know, we always try to replace websites, you know, on an every two- or three-year basis. That used to be the case years ago. With repair, optimization and maintenance, we're able really maintain sites much longer by up to seven years. This is the new trend though that we're seeing.

So, before it was like social integration. Then there was, you know, responsive websites. Then it was the mobile first approach. Now we're starting to see personalization as being the number one thing, so we're going to be targeting users that are returning users versus, you know, new visitors, geography. There's also other demographics that we can get, so household incomes based on search behavior and things like that.

I guess the point is I think we're entering a new era of website design right now and website experiences which is all built around personalization, so it's hard to say the differences between RSCVA versus Travel Nevada. I do know yeah, the intent is that, you know, we're going to be building this as a net new build whereas your site it's not that old by any means, so I think it could be modified to be as personalized as what we're suggesting for Travel Nevada.

CUNNINGHAM: Excellent. Thank you.

NEBESKY: All right, thank you both. Are there any questions from anyone or remotely? Deny, anyone?

DOTSON: No, that was great information.

BRUNELLE: Almost an overload with the new things that keep changing the ADA compliance and whatnot.

NEBESKY: We're happy. We've made some great strides in that area and we're way behind the curve, so as a state agency we're particularly obligated and I think we're gaining a lot of ground there.

DOTSON: With that, Brenda, I'm gonna have to go, but I appreciate everybody's work on it.

NEBESKY: Okay, thank you, Deny. We'll talk soon.

DOTSON: Okay, thanks.

NEBESKY: Okay, so next, Item D3, we have Meredith with Fahlgren Mortine is going to give us a little bit of a look behind the curtain related to their process to get us to a media recommendation. We had it presented at the last Full Commission, and there were many questions, and so she's going to step through how she delivers a media recommendation to us.



And we can discuss afterward elements of this that you think might be part of the reporting or how do we distill all of this information into what we deliver to the Commission as our report moving forward? So, I'll stop talking and I'll let Meredith take over.

MILES:

Meredith Miles with Fahlgren Mortine, for the record. Yes, as Brenda was saying, you know, we understand there's new Commissioners [inaudible]. It's always helpful [inaudible]. Essentially our approach [inaudible] because it is a little bit of a balance of art and science and it's not quite as cut and dry as it might be perceived to be.

So, we thought we should provide a little bit more context just about how we at Fahlgren Mortine think about it and how we approach it. We'll build a little bit of context for you as it relates to how we measure success and sort of what pieces and parts of the program are intended to serve what purpose.

So, we have our media planning approach once a year. And really what it starts with and what it comes down to is understanding the traveler [inaudible], so understanding the mindset of the user might be in or the stage that they're in as it relates to planning is really, you know, the foundation of how we're thinking about the plan. And we know that travelers on the first two phases, the dreamer and the planner can be heavily influenced by paid media.

But as we move closer toward that booking then you have adventurer and even ambassador who will travel and share their experience we know that there are communication efforts [inaudible], and we were talking about the Hubspot or the personalization outreach that we can get through the website or through different email opportunities. Those are the opportunities to connect, re-engage and kind of move people through the [inaudible] all over again.

So, a lot of what you'll see when we talk particularly about the paid media lives more in that dreaming and planning phase where we actually can make the impact, but then ideally, we're generating a relationship through the user with Travel Nevada so that that need keeps reengagement occurring.

So, listed here within each of the four states that we're going to talk through we have KPIs that kind of correlate to each mindset, and for us that's really understanding how we're going to measure success if, you know, a partner is there to be intrigued and inspired in the dreaming phase we would compare that from a performance standpoint differently than we would if we were looking at, you know, a social share of engagement on the ambassador end.

Really just making sure that we're level setting particularly those dreaming and planning efforts that keep the booking and understanding sort of how we manage success within them to determine because it's not always a clear-cut app from a KPI straight to a business metric.

Looking at how this traveler is planning or is considering a trip sort of fires up some metrics that we can measure from a media standpoint of what really informed, you know, we're talking about recording and we're talking about where we fit into the bigger piece of the pie.

Once we focus on our strategy, we begin to work with our potential media partners to gather proposals and costs. One of our fundamental beliefs at Fahlgren Mortine is that we would never be wildly successful unless we view our media vendors as partners.

It's much more relationship building and it's much more the strong ties that we develop [inaudible] with them really feeds our artistic process and it helps us lay a very clear expectation for what we'd like to see from them and also, we have really candid and frank conversations if we're not getting what we're asking for.

When we evaluate those submissions and we start looking for our research tools, whether it's comparing it and contrasting a different site to one another or the different partners to one another, we have an opportunity to kind of, you know, there are first, second and third party data altogether to really kind of compare and contrast, but then also have that very extended Q&A opportunity of, you know, this is really unique; what can you do for me here and how do we make this work?

Because, you know, at first glance it's really not what we're looking for. This here just is a reference for FY20. We reviewed 104 media proposals, you know, to ultimately get to fewer than 20 partners altogether, so it's a pretty labor-intensive process.

But it's also one of those things that helps put a little contest around the approach that we take and also understanding that because it's not black and white and it's very much, you know, in pieces, in the dreamer stage we see partners at that level versus the planning stage and how to work together and how we know that we're going to get people in both, it's just really an understanding of a little bit of the art of working through finalizing that piece.

As we listed here the media partners that we lead in the dreaming stage are really – we're trying to connect people on an interest level of activities. We're

trying to inspire them. We want to intrigue them. We want to bring it back to them and position it in a way that makes them think wow, I'd really like to go there, or just put you in consideration for that for when they do to plan a trip.

Some of the partners that we'll talk about, you know, as we get into the dreamer stage, you'll note the little icons as we go through the icon for dreamer on the pages just to help you kind of connect the dots of where it lives within the bigger piece of the puzzle. When we look at partners we talk about TV and video or audio and social media, these different content publishers that we're able to work with.

That's really where again the opportunity to inspire people at a broader and more awareness-based level, and then when we take a look at the planner stage it's really much more about those foundational elements where people are in a trip-planning mode. We talk about OTA's or online travel agents - all the data that exists out there and then a lot of the content influencers that we can leverage in the actual travel space to know that people from a mindset perspective are just much closer to planning a trip.

We start talking about the different – we'll call them buckets, you know, essentially, and so that we have within our plan the OTA's or the online travel agents are really the foundation of our media efforts because not only are they there to get the audience when they're planning, so if I'm Expedia and I'm looking to book a package, you know, that's a clear opportunity to connect with somebody.

But it's also a place that we kind of found mutually beneficial relationship because we're able to get some insights and some data around sales, around markets, around the actual booking process that we sort of are aligned to as it relates to, you know, people aren't coming to TravelNevada.com and booking. It's helpful to be able to connect some of those dots and see not just how pieces of the paid media program are working, but how everything is working altogether.

Whether that's earned media or organic efforts or SEO and all of those things that we're doing and even just our general relationships, how they all inform the actual sales and purchase [inaudible] types of elements that we can get from our relationships with our OTA's.

Every year, you know, we reevaluate from a performance-based perspective how different partners or different places within each partner work; it's not a copy and paste and it's over by any means. It's very much more identifying the

opportunities that we saw through past efforts and if something isn't working, the beauty of something digital is it's very nimble and it doesn't have to continue even in the current fiscal year. It's something that can be very – we can react to very quickly and make the changes necessary.

When we look at programmatic, programmatic is a word that I'm sure you guys are pretty familiar with because you hear it all the time, but it sometimes can be an intimidating word or a word that gets thrown around, but it's not always completely understood.

The way we simplify it for everyone is really just understanding how much data is out there and then we can use that data to essentially connect with people through different channels or sites or different opportunities to connect with them based on what we know about them, what – where they are, you know, what they're engaging with in a really automated and efficient and effective way.

Two of our partners for this coming year are Adara and InPowered. Adara has a ton of travelcentric data partnerships, so everything from loyalty cards to airlines, credit card data, you know, all this scary stuff like Big Brother is watching that they can actually leverage to identify a user who is searching for travel near real time.

So, if someone were searching whether it's for specific activities in Nevada or some other kind of destination we could actually hit them with a Nevada message within 30 seconds of their search. So, that's a great opportunity to automate that process and really eliminate the manual lift that's normally used to be there when working with ad numbers.

InPowered is a great example too. It's a little bit more of a native partner with a content that kind of falls into the more editorial compliance website, but what's great is the data they have when we get someone to Travel Nevada site, if they engage for less than 15 seconds, we don't pay for them. We don't pay for that traffic.

It's really engagement-based management which means essentially after 15 seconds of engagement, it's obviously a very quality amount of time particularly in regard to road trips. It's an opportunity to be effective and efficient with a dollar because you are paying not just for quantity, but quality as well.

When we move into publishers and content this is the area that I spoke about a little bit earlier that it's really the opportunity to connect with people in meaningful ways based on their interests. So being in places that they might, you know, already been consuming some content or in and around content that they're interested in and be able to insert Nevada in there as a way to inspire.

It really does provide that level of compliment to the effort we do in the brand campaign so it's, you know, BVK's work and videos that they put together and the banners and every piece of their program is representing the brand Nevada is putting into the world.

We have an opportunity to, you know, correspond to that with other more niche, you know, specific executions, so, an example here, Bring Me by BuzzFeed. Bring Me is essentially BuzzFeed's travel site, and it's one of the biggest up and coming travel publishers on the web.

The opportunity to leverage people who consume or are familiar with the BuzzFeed, for example, but do it in a way that puts Nevada in a very native environment of, you know, travel type content for example. That's just one example within our mix as a way that we can connect with people through their interests or places that they are going or publishers they become familiar with.

Another opportunity here we have Matador and REI. We worked with Matador in the past. They've created some really incredible outdoor videos that speak to the outdoor adventurer audience, but there's an opportunity not only to connect through their partnership with REI to get some distribution across REI's channels, but we're actually working through an outdoor REI influencer event in Chicago which is a newer market for Travel Nevada this year.

And it is a way to not only host influencers and introduce them to the brand, but really be kind of boots on the ground and connect with them in a way that they develop that relationship with Travel Nevada brand and encourage them to come and take a visit because we can appeal to so many of their interests in the outdoor space, whether it's climbing or kayaking.

Now when we take a look at social influencers, you know, they are a very critical piece of connecting with our audience today, it's really that authentic storytelling, you know, that Travel Nevada has a tone and a brand and a voice that comes from their channels, but then the opportunity to leverage other partners who can help amplify their message or do it with an influencer who is able to tell about Nevada, or talk about Nevada, through their experience, their

eyes, their voice, and resonate with their audiences to help inspire because we know those connection points are really important.

The other great point here is again as we talk about moving people from dreaming and planning into booking and then that sort of ambassador piece at the end is really handing them this network like hey, like tell everybody about your experience in Nevada. It was so cool, spread the love and social is the place that people do that.

And it also gives Nevada the opportunity to develop those relationships because essentially when you're on a social platform, you want a brand, you know, who gets you, who understands you and you want to be able to connect. There's a respect factor there that being able to connect with people and develop that relationship is going to drive continued engagement and hopefully, continued visitation.

One thing on here we do have a Adara listed a piece of this budget allocation is a data feed that because I alluded to the data that they have available in terms of what being travel data we can actually leverage their data across social platforms to connect with people and just be really intentional in the way to target with messaging, understanding if you book that you haven't traveled yet, so here's a great opportunity to showcase, you know, the visitor's guide, so you've got a resource or something like that.

So, that piece there. We'll see them show up just by the nature of the [inaudible] space.

NEBESKY: Sorry, Meredith, just hang on a moment. We lost our video so we're just pausing for those on the phone.

MILES: Great. Meredith Miles, for the record. When we talk about video and audio, you know, they continue to play such a critical role in creating awareness, but the way the people have consumed – they're starting to consume video and audio and their habits around that have changed so drastically in the last, you know, three to five years or so that they're really in control of how they view, how they listen, where they do so.

And we really have to think a little more critically about how we advertise across those channels because we simply can't just get away with running spots on traditional TV or, you know, or radio programming. So, again, the media, digital and the data that's available is the opportunity to layer pieces into our, you

know, we talk about television, we talk about video kind of collectively because it's across screens now.

But the ability to really make sure that we are recognizing the requirements that people are consuming their video and audio in and how, when, and then we can also layer in things we know about them, so we're not just casting a really wide net to a certain DNA, you know, which in the past was, you know, all we essentially had to do.

But we have the opportunity to layer in really targeted segmentations so whether that's based on a geography where we can layer in a prism cluster and identify a zip code that we want our guests to be targeted to or that's a behavioral attribute that we can layer in and make sure that we're reaching users like outdoor enthusiasts, for example.

So, it is a little bit of a, again you identify the opportunities to connect and the right mix knowing that there are broadcast opportunities but those are likely in the news and sports and things that are live cause that's what people are truly viewing. But then, you know, it's very much a mix within even though video and audio are a piece of the bigger puzzle, they are also kind of pieces within the piece, so to speak, and we have a mix of national broadcasts mixed in with targeted local digital and audio and video as well.

And then when we talk about print, you know, print is one of those places that it really is the root of a leisure mindset and that relaxation and the opportunity to align messaging in a place either around content that people are consuming in that mindset or with brands who people, you know, truly trust. We talk about Travel and Leisure, for example, being able to sort of align ourselves with a brand like that and be – it really invites people into Nevada, into our cities if maybe they haven't considered us before.

So, again, it's not – print is about 5 percent of the media efforts and even our print efforts have a digital element as well, so it's a little bit skewed even with the number, but just knowing that it's still an appropriate place to be. It's just obviously scaled back at this time because there's a little bit more efficiency that we can create at targeting elsewhere.

And then one of the requests from the Commission was essentially to see a little bit more granularly kind of how that split looks, what it looks as it relates to each of those buckets that we talked through and understanding kind of how they fit. Obviously, when you look at something like social influencers, those are a much lower area for entering in terms of costs.

They don't, you know, eat as much of the budget up as something like we started talking about video and audio which, you know, are the essential pieces of that awareness and dreaming mindset.

And then we've also provided them, you know, a chart form and just because sometimes the pie is a little bit confusing to look at. So, it was mainly just an opportunity again to pull the curtain back a little bit to understand how our process works since we're a categorically pieces that fit in there.

And then obviously as I had mentioned when we look back on some of the previous slides, you'll see up in the corner something comes from more of a dreamer mindset versus dreamer and planner, that kind of just where they fit in the mix. We're working through what that final recommendation looks like for that. Any questions?

CUNNINGHAM: I have a question, Jennifer Cunningham, for the record. Let's see. I was curious for the Matador REI partnership. What's the investment in that?

MILES: I don't have the numbers right in front of me. I'll have to get back to you on that.

CUNNINGHAM: I'd be really interested because just what... I mean they're so costly.

MILES: Yeah, I can tell you that, you know, the investment, and we looked at what we worked with Matador in the past. It's more because we're doing the event activation, so if you work with comparing the investment as a partner you will be – it would look skewed but it's because we're doing, you know, full-scale activation. I would have to get you those numbers because they are not in front of me.

CUNNINGHAM: Okay. No, that's fine. And then what does REI bring to the table other than branding is ideal and they have kind of the same mindset as adventure. What's that? Are they bringing their database?

MILES: Yeah, so we will be – the REI component as it relates – as sort of separate, independent of the event, which would be at an actual REI storage cloud.

CUNNINGHAM: Got it.

MILES: The REI element is really rooted in social. Social's been our main focus this year, video and social both, when we spoke with Travel Nevada and the team, you



know, as it related to planning, we wanted to make sure we were more heavily focused on video and then social distribution.

REI has some of the strongest social channels in the biz, and they are touted not just in the recreation industry but it will be very strong both like large followings and they're very engaged followings, so the opportunity to, you know, essentially leverage.

Matador has a relationship with REI directly having worked as partners, so by our relationship with Matador is essentially we kind of can get access to REI and get our video and our content distributed across their social channels to help just maximize the reach of that audience but still a very engaged and concentrated one.

CUNNINGHAM: I love that. I think it's a perfect match.

MILES: We have I think it's You Tube, Facebook and Instagram for sure are the three channels that we'll focus on. Again, we don't – we are very conscious of You Tube from a brand safety standpoint, so being able to control it within that channel [inaudible] and if I'm not mistaken you see a lot of really great engagement there and the reach is excellent as well.

CUNNINGHAM: And Matador, good partners?

Also. My other question is the OTA promotions that you're introducing. Have you guys been doing promotions with Expedia and OTAs in the past? Have you?

MILES: Meredith Miles, for the record. They're a truly foundational element.

CUNNINGHAM: We're doing that too. Yeah.

MILES: But it's one of those places you kind of have to be but we're really trying to be strategic about the targeting and not just, you know, if someone searches for Nevada or if someone is searching for a rental car in Nevada send them the road trip ad and get them to drive Nevada because we know they're coming and getting a car, those types of things.

So, we know it's a place that we need to be, but it's also a place that we can still be very strategic what we're doing with them.

CUNNINGHAM: Great. Thank you.

NEBESKY: For the record, Brenda Nebesky. Any other comments related to Meredith's presentation?

### **Committee Comments**

NEBESKY: Because if not, let's move on to Item E, and I would like to address the kind of broader issue of you just heard all this good information. We capture so much data and there's so much thought put into what we do, especially within marketing.

You are all marketing veterans. That's why we asked you to be part of the committee, and you've all worked with boards and commissions. So, I'd like to throw the question out there and we may not be able to solve it today. I realize and will follow up with you.

But what's your recommendation about reporting to the Full Commission given we can't be this thorough with them, we can't vet everything through them. It doesn't even make sense to do that. I would just love to hear some input from everyone around the table, all these good marketing brains. What do you think? What do you think, Carl?

RIBAUDO: I could talk for three hours on this. I have –

CUNNINGHAM: Please don't.

RIBAUDO: I won't, but I have been thinking about measurement and strategy for ten years, and have experimented with it over 20, 30 different destinations, and what it means to link strategy and where technology fits and how technology fits as a broader part of the competitive strategy, what you report and how you frame it up.

I have lots of thoughts, and I'll just kind of glance over them real quickly. I would probably present mostly none of this to the Commission because it's just way too detailed. You have to have a philosophy and a framework of measurement, and I sort of break measurement into three pieces.

One is programmatic measurement, which is all the things we heard today, total level of programmatic, tons of it, okay? The second piece is how is the overall state doing performance wise? And the third piece of that is the organization, how does the organization convert its assets into value and how are you going to measure that?

If you go back to the conversation what you can control is awareness and influence. And nobody here has talked about measuring influence. We've only talked about transaction. Okay, so you have to go back to think about how are we going to measure – how do we measure influence?

And let me show you how that plays a role. Using Jarrod's numbers which I certainly appreciate, you're now driving 1.4 million people to your website, right, at a bounce rate of 60 percent whatever. So, let's say the remainder is 500,000. So, over the next five years at a 15 percent growth rate, you can get to 2.5 million users.

If you also drop the bounce rate down to 50 percent, the delta changes 750,000 people being distributed through your website. Okay, that's a big picture thing that a board or director wants to know. Okay, that is a big picture piece that a board or director wants to know. Why? Because that is measurement towards your goal, and the goal of the organization from my view is how do we measure our competitive strategy?

What is a competitive strategy? The competitive strategy seeks to change the assets amongst your comps set to your advantage, okay? How are you using your assets to change the competitive set to your advantage amongst California, Oregon, whatever, not just we're out there doing our thing.

NEBESKY: Yeah.

RIBAUDO: But how are we changing the playing field to our advantage? And so that's one indicator. The second indicator is broadly gauging people's perceptions. You know, is Nevada becoming a cooler place or a sucky place? Is Nevada, you know, this hip thing that I want to do? Are we moving perceptions, okay? So, really that's what you can control. You can control awareness; you can control perceptions and you can control drive to a website.

Those are strategic pieces that I think you could look to present to the commissioners to say this is the big picture of what you need – I tell every board of directors don't worry about all this other stuff. You got staff to deal with it. But these three things are critical. Are we moving closer to the perception that gives us competitive advantage on the playing field? Are people becoming more aware of us or less aware of us? And are we driving more volume, targeted volume, to our website?

Because we know it's an algebraic equation. X goes in, Y books a trip. Okay, and there's a relationship. Okay, so let's say, for example, and I'll shut up after

this comment. But let's say, for example, 1.4 million go in, you strip out the bounce, you got 500,000, 10 percent book, that's 50,000, they spend \$1,500, that's \$80M a year in impact.

That's your job. That's the job of this agency. And so, I would begin to educate the Commissioners to what they should be looking at and frame it in that way.

NEBESKY: That's an excellent point. Especially given we are not responsible for booking on our site.

RIBAUDO: That's right.

NEBESKY: Our referrals are in point, yes.

RIBAUDO: You only measure what you can control. You should only be held accountable to what you can control, and the only thing you can control are the first two steps in this process. So, you have to have a measurement philosophy. And most DMO's sadly don't. They just measure everything. And then they don't have a framework. And I'm not talking about a dashboard.

I'm talking about a measurement framework, a philosophy of measurement. Here's how we're going to look at measurement, and here's how we're going to integrate what we learn about measurement into the next round of strategy development. So, that's – and again, I can go on and on and on, but that's the cheap version.

LOPICCOLO: The free version, right?

RIBAUDO: Yes, the free version.

LOPICCOLO: So, when you talk about perception, what are the things – I know we talked about in-market surveys, right, on-site surveys, you know.

RIBAUDO: No, I do everything out of market. Not out of market.

LOPICCOLO: I meant out of market.

RIBAUDO: Yeah, yeah.

LOPICCOLO: Physically.

RIBAUDO: Chicago, New York. You know, Boston, whatever. I follow the airline thing that we're doing. And we talked about more and more focus outside of California strategically, and I know that's a different discussion.

NEBESKY: Correct. Yeah.

RIBAUDO: But I would begin to get –

NEBESKY: I'm tending yes, to align with you.

RIBAUDO: I would begin to get those baseline measurements of how people even perceive Nevada, okay, and show that.

CUNNINGHAM: Runyan, you guys work with them, right?

RIBAUDO: Right, and that measures the economic activity, but I would go to the top five or ten markets to understand how they perceive Nevada every year. Is the perception moving in the direction we want that gives us competitive advantage or is it not or is it moving the other way? Add to that the volume through the pike and you have to think of the website as simply a distribution channel.

NEBESKY: That's exactly right.

RIBAUDO: It's not – it's not advertising. It is an advertising piece, but from a strategic standpoint, it's a distribution channel.

NEBESKY: It brokers the possibilities.

RIBAUDO: Right, so I would begin to reframe and develop a philosophy of measurement and then I would train the Commissioners what to look for that is meaningful at a Board, you know, a Board level like that and keep them out of all the details and all the rest of it cause you just open yourself up for a lot of problems that way. So, that's my take.

NEBESKY: Okay, I like it. Fletch, do you have any input in regard to this?

BRUNELLE: Real quick question or a couple questions. One is do we – to Carl's point, do we have a study that we know what the perception is of what we're doing today in terms of branding Nevada? Do we have any of that [inaudible] markets?

KAWCHACK: So, Emmy Kawchack, for the record. We do. We're in the middle of doing an ad copy testing on our new – what we – we did our comps but now we want to do

the actuals, so we will be starting that. We're in the process of going through all the questions right now.

And one of the struggles I think we've had with awareness in the last year is just, you know, as we get more targeted sometimes our awareness numbers go down. So, I think that to Carl's point, when we're going in new places, you might not know us and haven't seen us. I'd like to get that baseline going. I think, you know, knowing that RASC had that survey for Boston, I think that's a great place to start.

RIBAUDO: And, I'm going to propose to RASC that we probably do four or five of these studies all over the country, so but my point is what you want to measure is what the ad agency is crafting in ads. How are people perceiving the state of Nevada? I don't care if the sample size is this big. Or the awareness is this low. Is it the right perception that you're communicating?

Because it will grow over two years, three years, five years. It grows, but are people still seeing it as glitz and glamor and not outdoors and not, you know, all these cool things? That's an issue. That's a strategic level issue. Is our message breaking through, and that's what I would want to know as a Commissioner.

Then you can measure the volume, and I would task these guys, they're smart, and say look, we want to get to 2.5 million, we want to get to this over five years. Get us there, okay, because we know the delta change is going to be so significant it will flood this state with people whatever, and so I would play it that level.

But you have to – maybe I can come down here and we can talk more in detail, but you have to have a philosophy – nobody has a measurement strategy. Everybody has every other kind of strategy. There's advertising, there's web, there's technology. But nobody has a measurement strategy. Trust me.

NEBESKY: Yeah, I like that, and we are in the process of rewriting our strategic plan to better reflect how we actually do business.

RIBAUDO: Right.

NEBESKY: And what we feel are our own, you know, measures of success in each department because we do have those, and we are, of course, always trying to ladder back.

RIBAUDO: So, short-term I would present to the Commissioners do you get there with this idea if you feel it valid and you want to go in that direction, but short-term, I would present high level stuff to the Commissioners and say look, do you want the dirty details? We got them. Just come on down and we'll open the vault, but here's the big picture stuff, our website growth, this growth.

CUNNINGHAM: Referrals.

RIBAUDO: Yeah, referrals. I'd keep it at two or three big-ticket things for the moment and not let it get below that because this will eat them alive and eat you guys alive.

KAWCHACK: Emmy Kawchack, for the record. So, we haven't always done media recommendations at the Commission level, and we got really into it the last meeting, so I would recommend not doing that at all anymore.

RIBAUDO: Totally.

KAWCHACK: And just talk about the things that we have, actual numbers for and then maybe it's just –

MILES: Meredith Miles, for the record. I think that, you know, it's one of those things that now that we've all gotten familiar with each other in terms of multiple agencies working together, we have, you know, an opportunity to almost come together and figure out kind of who fulfills which need that we have and kind of where it lines up.

Because, you know, I understand a volume goal, but at the same time my media hat comes on and says it's quality over quantity, so I'd rather have fewer, more engaged people, but can we get more engaged people. You know, there's –

RIBAUDO: I'm not – yeah.

MILES: And I think that there's – it's not – one thing does not solve it. Well obviously, it's a group effort so I think talking through what that looks like and how, you know, it isn't just oh, here's the, you know, website report, here's this report, but is there something more collaborative like, you know, show me [inaudible].

RIBAUDO: And let me be clear. I'm not suggesting volume over quality. I'm suggesting you guys as ad agency, you guys as ad agency, it's your job to get me the quality at those numbers, okay? So, I'm not willing to seed the tradeoff, and I wouldn't recommend Travel Nevada seed the tradeoff.

It's your job, here's the five-year view, get me quality numbers to this level and you guys can figure it out. You're smart enough and you got all the expertise, but I also know that being passive about that goal is not good either. Oh, well we'll just see what we get. No, we're on a track, boom, boom, boom, boom, boom.

LOPICCOLO: It creates decision. This is Jarrod. Yeah, it allows us to make decisions.

RIBAUDO: Yes.

LOPICCOLO: And so, when we talk about a personalization website, we are realizing that personalization converts at a higher rate, right, so that – so you solve it either by yeah, lowering the bounce rate or finding ways to convert at a higher rate, you know. So, yeah, to your point I think the hard part is actually defining what those goals are.

RIBAUDO: Exactly.

LOPICCOLO: Right, and then once they're there, then [inaudible].

RIBAUDO: Exactly. But that's a good discussion to have.

LOPICCOLO: A very good discussion to have.

RIBAUDO: That's a good discussion, and I'll give you an example. I did a lot of work for Santa Barbara. They went from 600,000 users to 1.8 million over so many years, big difference. Everybody felt it. Okay, everybody in that community felt it, you know, and so I've been a big believer of this as a distribution channel.

And yes, you got to get quality, all the cool stuff you're doing is right on target. But now it's like hey, we like that delta change in a positive direction, and that's what I would train the Commissioners to think about are these big picture measurements. Is our message the right message that people are perceiving? Even if it's small, even if it's niched. Are they getting the right message?

You know, are we driving targeted, valuable volume into our site? And then are we influencing that – those people to select Nevada instead of Arizona or Utah or whatever, and that requires a lot of strategic thinking of strength to strength, strength to weakness, threat to weakness of your key comp set to figure out how do we change the plan, how do we bend the playing field to our advantage over Arizona or Utah or Oregon or whatever else is in the comp set.



So, it's a very integrated discussion, Brenda, and I'm not sure if I'm making sense, but –

NEBESKY: It does. This is Brenda. I like the idea of a measurement strategy because it also allows us to return to Fletch's question, we do a marketing effectiveness study, but even in presenting that in its entirety, it doesn't really tell the story of well, in what areas are we intentionally taking risk.

RIBAUDO: Right.

NEBESKY: You know, is it a new market or which I believe we should always be doing. So –

RIBAUDO: But you have the opportunity to define the playing field for these Commissioners. Here's what we're trying to do. You frame it up. Let them fall into your box. Okay, is you just put everything out there the box is open. Here's what we're doing and here's how we're measuring it and here's the results of what we're doing. Leave them in that box.

And we're taking risks on this, this and this, if you want to get into that. But that's how I would begin to present a strategic level measurement presentation to the commissioners in a way that's meaningful and also doesn't get them in your soup at the detail level because we – and I would never present a media plan. Me, me, me, me, just me. I just wouldn't do it, but –

Oh, I'm sorry. I just – but unless you have a philosophy you go into these meetings going oh, we got to – what do we do? What are we going to show? You know, what pieces? You control this.

NEBESKY: So, just results based on strategy.

RIBAUDO: And you know what, you can blame it on this committee. Use this committee as the cover.

NEBESKY: Oh, we'd like to. [laughs]

RIBAUDO: Yeah, yeah, just say you know what, the Marketing Committee has recommended, you know, our measurement to begin to look like dah, dah, dah, dah, dah. And they're going to just go okay.

BRUNELLE: So, Brenda, Fletch Brunelle, for the record, if you can give me a second, if you can hear.

NEBESKY: Yes.

BRUNELLE: So, two quick things. One is that for us at the LVCVA we present to the board what the overall budget is and get the budget approved and talk in broad brushstrokes as you've already done in your chart, as what is produced, X amount in different channels. You don't get into the specific details but talk about what the strategy is. Here's what we're going to spend, here's how much I'm asking, here's how much it will cost.

So just an IOU to cover our point, and you talk about the KPI's, et cetera, so do that typically in one of the board meetings, and in another we have the agency come in and do a formal [inaudible] and engage, but it's not necessarily for approval. It's more for education as to this is where we're going and tell them we're going to spend X amount, we talked about these channels and here's what we're doing in terms of presentation. Here's what we're looking at for the year in terms of strategy.

So just a couple of thoughts on if you wanted to bring things up and have – go to the overall Board and say hey, here's what the budget is, this is what we're doing, here's what the strategy is, and then in another meeting say and we told you we're going to do this, and this is what it looks like right now.

RIBAUDO: Carl Ribaudó again, last comment, and I'll shut up. When we were doing Sierra Ski and Ski Lake Tahoe, the goal was never skier days. The goal was are we being perceived as a serious destination? Okay. Are we in that level, in that caliper of Utah, Colorado and Tahoe?

That was the strategic measurement goal. And we would do national studies every couple years to say wow, Tahoe is a hitter now. That's changing the playing field to your advantage, and so that goes back to how do you want to change the playing field so that Nevada is the king of outdoor cool recreation plus, plus, plus and –

NEBESKY: Amongst western states.

RIBAUDO: Amongst our western states.

NEBESKY: Yeah.

RIBAUDO: That's the key piece. Until you clarify that, and that is the key strategic piece is how do you build your advantage if you don't know where – what you want to

be or what you want to communicate. I'm sure you have that, but that's the piece. That's the magic piece.

NEBESKY: Okay. I think we are doing all of this. It's just communicating it.

RIBAUDO: I agree.

NEBESKY: Yes. Okay.

RIBAUDO: But you can't communicate it until you have a philosophy. It comes down to having a philosophy of strategy and measurement.

NEBESKY: Point of view.

RIBAUDO: Strategy and measurement. What's the philosophy and how do they interplay with each other? So, yeah, my two cents.

NEBESKY: Okay. That's good stuff. Thank you. Okay, so where are we here? [laughs]

#### **Public Comment**

NEBESKY: We'll move on then to Public Comment. Once again, we have no one present here in Carson. I don't believe we have anyone else on the phone to contribute to public comment.

#### **Adjournment**

NEBESKY: So, we'll then move on to Item G, Adjournment. Would anyone like to make a motion to adjourn?

CUNNINGHAM: I move that we adjourn.

RIBAUDO: Second. Let's adjourn.

NEBESKY: All in favor say aye.

GROUP: Aye.

RIBAUDO: Thank you for putting up with my –

NEBESKY: Thank you so much for you input, it's been helpful for me.

The meeting adjourned at 10:43 a.m.

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