

**Nevada Commission on Tourism | Marketing Committee
Minutes | June 9, 2021**

The Nevada Commission on Tourism held a Marketing Committee meeting at 1:02 p.m. on June 9, 2021 via Zoom.

Call to Order

Fletch Brunelle, Chair, called the meeting to order at 1 p.m.

Committee Members Present

Carl Ribaldo
Christina Erny
Cynthia Mun
Deny Dotson
Fletch Brunelle

Committee Member Absent/Excused

N/A

Staff Present

Jessica Grundy
M.E. Kawchack
Kyle Shulz

Guests Present

Fahlgren Mortine staff
Noble Studios staff
BVK staff

Meeting

BRUNELLE: Good afternoon. I'd like to call the Marketing Subcommittee Meeting of the Nevada Commission on Tourism to order. It's June 9th, 2021, and it is 1:02 PM. Has this agenda or meeting been properly noticed and posted?

GRUNDY: Hi, Jessica Grundy for the record. Yes, it has been.

BRUNELLE: All right. Excellent. Thank you very much. M.E., do we want to take roll call?

KAWCHACK: Yes, I will. Fletch Brunelle?

BRUNELLE: Here.

KAWCHACK: Deny Dotson?

DOTSON: Here.

KAWCHACK: Carl Ribaldo?

RIBAUDO: Here.

KAWCHACK: Cynthia Mun?

MUN: Here.

KAWCHACK: Christina Erny?

ERNY: Here.

KAWCHACK: All right. I will confirm that there is a quorum.

BRUNELLE: Excellent. Can we move on to opening comments, M.E.?

KAWCHACK: All right. Well, thanks everyone once again for being here. We're officially back to allowing for in-person meetings, but I think that this format has worked for this group so far, especially with our varied geographic locations but that said, there will be an opportunity for us to gather in person for future meetings so we can explore that possibility for next quarter or perhaps closer to the end of the year. For today's meeting we're focused on the FY22 media plan. In this group, we understand the complexities, of course, with budget building during this unprecedented time, budgets for the next biennium are based on the economic forum projections that came in in December of 2020 and as we have all seen, the projections have since been adjusted. It's good, this is good news, because we're even surpassing the projections, the adjusted projections. We feel like we're going to be at the Interim Finance Committee quite a bit this year. Today you're going to see three tiers of spending. This will allow us to be nimble enough to adjust as the funding levels are adjusted throughout the year so that we will be able to adjust -- supplemental federal funding is also on our minds, just like everybody else. This way going into the year with three tiers, we'll be able to shift really quickly. Today we're looking for your approval of the recommendations. Then we can go to the Commission next week to get their approval for FY22 spending. You've also received third-quarter reporting. I know that we're in the last month of the fourth quarter so it is -- you know, towards -- we're changing, we've changed quite a bit since then, but once we get through the FY22 plan we can review any questions that anybody might have on that and any upcoming business. With that, we have some new faces today on the call. I think everybody knows everybody, but we do have two people you might not know. We have Stephanie Barstow and I think -- is that how you -- is Barstow? Okay. Or Barkow?

BARKOW: Barkow

KAWCHACK: Barkow. I wrote it down wrong. Okay. I'm like that's not right, Barkow. She's the Senior VP of Insights and Brand Strategy for BVK, and she has been working on our account this whole time, and I know Christina also knows her as well. She just hasn't presented to this group before, and also as you know, Meredith Miles from Fahlgren left us a few months ago so today we have Bobby Ritzi. He is the Media Connection Supervisor at Fahlgren Mortine and some of you may remember Bobby from his days at B&P in Las Vegas. He's worked on our account in the past, which is what a small world we're all in, but welcome back, Bobby. And so welcome to the group you guys. And with that, I will hand the meeting back over to Chair Brunelle.

BRUNELLE: Thank you for those opening comments and in Las Vegas, by the way, we are very pleased that we've got World of Concrete. We had the official ribbon cutting yesterday morning for them so it's great to have meetings back in Las Vegas so. The governor was here for the meeting as well so it was really, really great to see people here. All right. Let's move on to Item B, Public Comment. Is there anyone on the call for Public Comments? If so, each speaker may be limited to three minutes and should be on the posted agenda items only.

GRUNDY: This is Jessica Grundy for the record. I don't have anybody in the chat or email or calls so I think we're good.

BRUNELLE: Thank you very much. Next, we'll move on to Agenda Item C, Approval of the Minutes. This is from February 10th, 2021. Are there any proposals by way of a motion for any matter relating to minutes?

RIBAUDO: So moved.

BRUNELLE: Do we have a second?

DOTSON: I second.

BRUNELLE: All those in favor, say aye.

MEMBERS: Aye.

BRUNELLE: Any opposed? Motion carries unanimously. All right. Now we can move on to Agenda Item D, reviewing of the Fiscal Year 2022 Media Plan scenarios. So with this, M.E.?

KAWCHACK: Thank you. Jessica is going to be sharing her screen for the slides today. If you can pull those up, Jessica? Great. Thank you. M.E. Kawchack for the record. Thank you for being here today. Next slide. As we -- you've all heard before, where we started this planning process understanding that we've seen a lot of disruption and growth in 2020, next slide. This gives us an opportunity to respond to travelers' needs over the next year. We know that they're looking for bold experiences, they're going to take spontaneous trips, they're looking for outdoor recreation and road trips at least initially, and we do know that when they book, it is in that shorter window. Next slide. We also heard from this committee. We know that we would like to take the opportunity to get into new and emerging markets and we looked at our data regarding accessibility, arrivals, perception, interest, and intent. We know that our competitors are looking at the same data that we are so we took a look at where Nevada could stand out and fill any gaps in the marketplace through our unique offerings and our Nevada attitude. These recommendations, as I said, it's tiered. After hearing from all of you, we continued our discussion among integrated marketing agencies, we sifted through all of the information, and we're going to show these recommendations for the next fiscal year on a tiered-spending approach. At the beginning of the fiscal year, we're starting with that base budget. You'll see that the plans are at the base-level, mid-level and a reach-level, much like you saw in the fall. In each scenario, we have different, separate spending levels for domestic markets and for our in-state efforts with Discover Your Nevada, which will be a continued program for us. The goal is to move forward with the known budget and then shift as we receive potential federal funding and gain the authority for increased spending over the year. Are there any questions on that budget process right now? No? Very good. Okay.

BRUNELLE: Yeah, actually -- actually I did real quick, M.E. This is not unusual, this is not new? There have been budget augmentations I'm assuming in the past? This is a regular process for us?

KAWCHACK: It is new, honestly, at least in the time that I have been here. We're usually pretty solid in our projections. We have had to go for other programs to ask for money because needs have shifted or we knew that something was going to come in, but our projections as a state are usually pretty close, and it gets a little bit complicated because we do have to account for -- we have to have money kind of sitting there as -- just in case anything happens, and that's a 90-day reserve generally so usually we have to ask to be able to use that reserve.

BRUNELLE: Okay.

KAWCHACK: This has not happened for paid media.

BRUNELLE: Okay. Thank you.

KAWCHACK: So next slide, please. As a reminder, Travel Nevada's mission is to effectively communicate the enriching travel experiences that Nevada offers and promote statewide economic health through tourism with the vision of enhancing life for all Nevadans. From a marketing standpoint, we discussed our overarching strategy, which is that everything, every touch point, must commence our core traveler segments that Nevada is the perfect place for the next unforgettable adventure, complete with the kind of transformative experiences and memories that can only be found here. We also discussed that we want our visitors to be more engaged because they have a higher propensity to spend more and stay longer. That's where we are. And that's how we came up with the plan.

RIBAUDO: When do you -- Fletch, when would you like comments, at the end of all of this?

BRUNELLE: I think it might be helpful to -- if you've got comments, I would do them now as opposed to waiting. Just -- I think it's easier for us to keep notes on.

RIBAUDO: Yeah, just a thought on strategy. You go back one slide. I think this is great, you know, in terms of market disruption, all of that information. We're in a very unique situation being driven by some key situational drivers. Now go to the strategy. The strategy, to me, doesn't quite address how we're going to change the playing field to visit Nevada's advantage. It speaks more to an implementation strategy, but not a competitive strategy. I just throw that out there for thought and consideration and I'm sure could figure that out.

KAWCHACK: We can certainly talk about that and we can change this statement for the Commission meeting for sure. This is for the media plan specifically, but definitely open to suggestions and we can also go back and forth over email if we want to discuss changing it.

RIBAUDO: As somebody who writes on strategy regularly, I always view it through how does it change the competitive dynamics and that's all. My only suggestion is that something we want to look at in terms of what we're doing? Is this going to, the plan we're going to see, change the competitive dynamics to our advantage in some way or not, or are we not worried about that at this point? That's all.

KAWCHACK: I see what you're saying.

RIBAUDO: I just want to raise the issue. That's all.

KAWCHACK: I do feel like it gets addressed in the slides that you're going to see today –

RIBAUDO: Okay.

KAWCHACK: -- but we can always go back and change that.

RIBAUDO: That's fine.

KAWCHACK: Okay. Great.

MUN: May I add something to this? This is Cynthia Mun for the record. Carl, I was wondering if what you're meaning is that the fact that we haven't said our strategy is to have core market traveler segments, like, that hasn't been stated, but it shows that we're using the segments. Does that make sense?

RIBAUDO: I think that's part of it is -- I think a little more language or thought or at least intellectual consideration of how do we get advantage. What is going to be our advantage? You know, how do we take advantage of these cataclysmic changes we've had to our advantage. We're going to reshape the playing field to our advantage how? And again, it's more of a conceptual exercise, but I think it sets up the competitiveness of our efforts. And again, let's lay it out. I mean, let's go through it and you might have got it. I'm just raising a thought, that's all.

KAWCHACK: I think your question is well-timed because as Stephanie goes through the next slides, we'll get right into that and maybe we just change the language on that main strategy statement –

RIBAUDO: Perfect.

KAWCHACK: -- because that is really geared more towards the media plan itself. This is actually good timing. I think that that's -- this is where we are. It took us a minute to go through all of our competitors and our own brand and reevaluate that so I can hand this over to Stephanie. I believe we are -- yeah, that's the next slide.

BARKOW: Perfect. Well, hi, everyone. Stephanie Barkow for the record. I think the comments are a perfect introduction. The reason we wanted to undergo this sort of holistic audit is to ensure we're differentiated, distinct, and relative -- relevant in the competitive space. What we did is conducted some audits of competitive destinations, brand communications, as well as considering audience connection and cultural trends to develop a strategy to guide any updated messaging and creative for new

campaign elements. I'm going to share, you can go to the next slide, a high-level summary of what we put together. One of the first things we did was regroup ourselves in kind of brand strategy elements, the longstanding, enduring, strategic direction for Travel Nevada, whether that be the fact that we're operating in a core value of freedom, that our platform is in this idea of unbridled independence, the fact that our destination inspires a sense of freedom and release and makes people feel like all things are possible through the experience they have here, and really spending a lot of time thinking about how our brand pillars of uninhibited space, inspiring discoveries, rewarding adventures, and unexpected diversity are featured in our communications, how they can be updated and communicated in a way that can be relevant and distinct in the space, and then the mantra really brings in all of those elements you see there, but with a bit of an edge and maverick spirit of our tone that has helped our destination really stand out. This is -- this slide really serves just as a reminder that as we went through the audit, we certainly had this in mind. Next slide. We found in the competitive audit certainly, and this is in large part of course due to COVID, but also the nature of the West, that all of our competitors were messaging the idea of space, open space, outdoor recreation. Those were drivers of visitation and also, you know, key assets that our competitors and we also have and so the -- what we wanted to point out here is of course, as we go forward, it's going to be a component of our messaging, but our opportunity is twofold: not only to think about how we talk about our landscapes, our space, and our recreation in a way that is distinctly Nevada, but also what else do we have or can we talk about that will get us attention beyond these elements. Next slide. One of the other things we looked at is beyond outdoors and space, what other pillars are part of the competitive communications set, and so you can see this is a pretty simple chart but of course everyone, as I mentioned, is on outdoors and space and a lot of people are talking about culinary and food and drink, recreation and adventure is of course seen across many competitors, but there are a couple areas where there's not a lot of competitive noise. For example, in culture, you know, California being really the only destination that's speaking a lot about their cultural scene, localism, the idea of really talking about the connection to local community, a distinctive local experience, feeling connected to locals in the destination. Not a lot of competitors were speaking about that as well. We saw some opportunities as we think about the offerings of Nevada to find some unique stuff. Next slide. We -- of course, we also have our audience segments, and we look at our audience segments, of course, for messaging inspiration, for media connection. We wanted to make sure our communications with our audience were relevant and resonant and we also wanted to think about how the brand pillars can best align to our audience segment and where the gaps and opportunities might be to feature experiences and assets of Nevada with those audience. With our cultural traveler, of course, all pillars are going to align. That's why our brand is formed. The unexpected diversity pillar, which is about, you know, diverse, unique landscapes, eclectic arts experience, uncommon places, is going to be right what they're looking for. Based on the competitive audit, we see an opportunity to continue to highlight the unique local experience that Nevada offers and leaning into arts and culture even more. From an outdoor recreationalist, you know, we recognize they're really looking, of course, for rewarding adventures and an uninhibited space is going to resonate with them. You know, I think the opportunity here is to focus on unique recreation offerings that other states don't focus on as much, so water sports, skiing, snowboarding, rock climbing. We see a lot of bicycling and mountain biking in the competitive set and of course that matters, people are doing that a lot more these days, but there are ways that we can set ourselves apart from an outdoor rec perspective and of course, photography and scenery being something that our audience is interested in that we could talk about. And then our last audience, the uncharted experience junkies, I think uninhibited space and inspiring discoveries probably fit the best for this audience, and we have an opportunity to really dial into those only-in-Nevada experiences, the real and eclectic places, spaces that make Nevada a one-of-a-kind experience, whether it's unique places to stay, to really inspire that sense of things that you cannot get anywhere else. Next slide. From a pillar overview, again, we have those four pillars. We wanted to think through what is our opportunity? If we're going to be featuring these pillars in our communication, how can we say something that's distinct from the competition and relevant to our audience? From uninhibited space, we have an opportunity to not only feature the landscapes and space of Nevada, but to continue to lean into one of the more interesting components I think of uninhibited space, which is this maverick spirit, this bit of toner edge, this idea that you can be free-spirited in Nevada, and that is a component of what Nevada inspires. Continuing to lean into that. In inspiring discoveries, there is some competitive overlap here, but it is also really trend-aligned as people are wanting to grow and have experiences that inspire them and help enrich their lives, we have an opportunity here to show the novelty of Nevada. You know, one of the major barriers for people to visit is that they, you know, want to go somewhere new so we have an opportunity both with locals and even return visitation to introduce them to new things in Nevada. Rewarding adventure, we have an opportunity here with family, you know, featuring family, even more in our communications, especially with road trips and off-the-beaten-path experiences and really showcasing the variety within Nevada. Unexpected diversity feels like a really rich opportunity space for us to leverage. Not only did we see that it's unique in the competitive set from a competitive communication standpoint, we also, as Nevada, have a lot of really unique and eclectic and uncommon experiences, and those are the types of things people are looking for, so this would really reach into that cultural traveler. It connects with trends of localism and betterment. We underscore on the perception of unique, local culture and dining so we have great opportunity here to just really

lean into the unique, local culture within the state and the diversity found there. Freedom as our core human value, right, our central kind of operating point that inspires the communications, inspires the feeling we hope people have when they're in Nevada has a lot of dimensions, which was purposeful, right? We want to choose something that has a variety of areas that we can nuance as we go forward so we can explore many of these within each campaign. Some of the top ones are things like escape, freedom from pressures of everyday life, a maverick spirit, freedom from status quo, self-discovery, freedom to explore one's truest self and express oneself, or a feeling of space, so this physical freedom. Lots of different dimensions. Based on everything we saw in our audits, we're recommending leaning into freedom of self-discovery, so if you go to the next slide, because we believe through kind of the unexpected adventures, unique experiences, transformative connection, local culture, and also this sort of maverick spirit, Nevada really encourages people to kind of discover new things about themselves, to grow, to express themselves freely, and to have those transformative experiences within our state, so as we move through creative development and think about how we can be most effective, we believe that is a strong area for us to focus on in the upcoming campaign. One of the things we developed is a content development framework for campaign planning. I realize there's a lot of words on this page, but the main things to focus on is our brand positioning at the top, the strategy of freedom of self-discovery. We've created three content buckets, which you're going to see come to life when we share creative later, focusing on: unusual experiences, right, the uncommon experiences that make Nevada distinctive, whether it be ghost towns, hot springs, star gazing, things that make Nevada special; inspiring culture, so really leaning into our arts scene, Basque culture, distilleries, things that are inspiring a sense of culture that can help that sense of freedom of self-discovery; and then transformative connection, so this could be a great way to continue to feature family, but thinking about road trips, mining, wildlife sanctuaries, history. We really wanted to give thought to, if we're leaning into freedom of self-discovery, there are certain content buckets that will help us to be most effective in this messaging that connect to our pillars and are relevant to our audience. This was an operating framework that we used as we went forward with creative development.

KAWCHACK: Okay. We can pause here for questions on creative and our full audit and the strategy behind it.

RIBAUDO: I thought this was really good, and I want to ask you a question and I'm only asking it so that we're all on the same page as we understand the flow. And when we talk about freedom, what makes freedom different in Nevada from Utah? How do we collectively articulate and understand that? Because I think that's where our competitive advantage begins to come from. So how would we all sort of work through that thought?

BARKOW: I can start, and then I'm certainly open to any other comments. From my perspective, one of the things that makes Nevada really special is that sort of -- I think the best way to call it is the maverick spirit, that is the undercurrent that is part of the culture, part of the people. And if you combine that with the open landscapes, with the sense of adventure, and with the kind of growth and self-discovery, it's the combination of those things that makes the sense of freedom that Nevada has, unique to say, Utah or other destinations in the West, which is I think why our tone is so critical as we move our communications forward so that that feels expressed even if we don't say it overtly.

RIBAUDO: Right. No, I think maverick spirit is a nice element or nice dimension to begin to, you know, build a voice on because that is different in Nevada and Utah, and that's where I think, you know, this notion of advantage comes to and so I think that's good. The other thought I just had, and I'm just throwing this out there, I think this is really good work, really good intellectual work. And I think it's really nicely done is, you know, tying, you know, this freedom element to desire mapping, what are people's desires and what do they want to feel, you know, and how do those get linked together you know, in the communication or that's the output, because I think that ultimately is where we're trying to go. It's not so much all the unique little things, but it's the desire mapping in the field we want people to have, and I think you've got it. I just want to make sure.

BARKOW: I think that's a really great point. I really love our positioning statement because for me it's about this freedom, which creates a sense of release and a feeling that all things are possible. There is this, like, freedom of growth, of achievement, of kind of living your own life, of discovery that I think is inherent in the destination and certainly I think inspires a lot of the way that we write the material.

RIBAUDO: Would you say if we can do all those things I, as the visitor, am empowered?

BARKOW: Absolutely.

RIBAUDO: Okay. Nice work, guys.

DOTSON: I'll second that. That was great. For all the reasons that you've mentioned, I love the word freedom. I really do, but for me, it also played on most people have been hampered or squashed for a year, freedom is no more restrictions. You didn't say that, which is awesome, but that comes to mind when people are picking a place to travel is where am I going to go where you're not going to tell me what to do or what to wear. It's an undertone, but it seriously is there.

RIBAUDO: I think Deny's got a good point. Freedom is a tired word, but if you can communicate it without saying it –

DOTSON: Exactly.

RIBAUDO: -- you guys have got the right -- I think you've got the right sauce there.

BARKOW: It is really interesting because Nevada therefore is so well-positioned and so -- it's so timely, right, because that is the craving that so many of us have, and it is finding the right way to say it that kind of pulls people towards the destination because we inherently offer it.

RIBAUDO: And, Mr. Chair, my only thought would be is this is really a good discussion and I don't want to get into it here and you guys can figure it out later but take this discussion and go back to that original strategy comment and make sure they just align as tight as they possibly can, and I think we're in a good space. Nice work, guys. I think it's really good work.

KAWCHACK: Cynthia?

MUN: Cynthia Mun for the record. I agree. I thought this was a greater audit and I love that it builds upon what we've had in the past so it's not a complete tangent, but it's definitely building on the ideas of what happens in Vegas and ideas of going and roaming, and I thought the use of the word unusual versus unique or anything else at first caught me off guard cause I'm going it sounded negative. But then I'm -- and I thought, you know -- but it's not. It kind of goes into that character of distinct and different, but inviting and all those other things, and I really kind of like it. But at first when I saw, like, unusual, is that positive or negative? I couldn't figure it out. But as I was thinking about it, I was like yeah, it's better than unique cause everybody wants to be unique, but unusual is different, and I liked that. I think for me, I know Carl said unique experience, et cetera, I still believe that Nevada is about the unusual experiences and the different things that might be kind of, yeah, just unusual –

RIBAUDO: I think unusual –

MUN: -- so yeah, I really liked that idea.

KAWCHACK: We each had that back and forth internally because I thought it was negative.

MUN: Mm-hmm.

KAWCHACK: Like, we're usually taking that out of things that people give us and saying –

MUN: Mm-hmm.

KAWCHACK: -- we don't ever want to say unusual. We also don't always say freedom because it has some polarizing connotations to it, but these are all real, this is all true –

MUN: Yeah.

KAWCHACK: -- this is all the underlying brand of Nevada. What we task BVK and the rest of the team with is showing all of these things instead of saying them so that's our next step here?

MUN: Well, for me, like, everybody talks about freedom, but this is the first time someone says we're going to own unusual, which I think is kind of cool. It's different. It's -- it definitely made me think about it more than once. Like, you think of freedom and everybody talks about freedom in lots of different ways and you can come up with lots of things, but unusual made me take a step back and say wait, let me think about it, and I liked it.

KAWCHACK: Are there any other questions at this point? Okay, then we will move on to the domestic market recommendation. This is going to be presented by Chrystie Reep and Bobby Ritzi from Fahlgren.

REEP: Hi, everybody. Good to see you all again. Chrystie Reep for the record. I think this discussion that we're just having right now around, you know, how we say things and how we talk about our goal with the media plan is to identify the places to show up, to help support that message. It's not just about, you know, reaching people and getting the message out there, it's also about finding the right place to do that so that mindset -- so we're building on the mindset of what's being said, to when it's being said, and how it's being said, and what context, that potential travelers may be reading that or seeing that message within. We really focus on that when we're developing our media recommendations to align that. Sorry, can you guys hear me? If you can go to the next slide, I'm going to introduce Bobby in a few minutes, I know M.E. already kind of gave him a little bit of introduction, but he's really going to -- you're going to hear mostly from him today in talking through the tactics and the strategy recommendations for the individual budget scenarios, and the content that we have included. He's waited patiently for years to get the opportunity to work on the Travel Nevada business as he came back to Fahlgren, so I know he's excited to get -- to dig in even deeper, but he's really been immersed over the last couple months in post our last meeting, talking about the markets, how are we going to show up, where are we going to show up, all of those things, so what we're going to talk through, just a brief strategic overview, really a continuation of our last discussion and sort of where that manifested into a recommendation at this point, and then that tactical approach with those scaling budget additions. You'll see a base budget, as M.E. mentioned, that is really flushed out into a lot of detail and then you'll see a scaling budget at that mid and as reach levels of here's what will be added to that base level should those budgets come in because we don't know when those might happen, so we don't want to get locked into too much, you know, very minute detail on those levels because we want to be nimble for where the marketplace is at that point. If we end up getting an additional budget in December or January, we may have some new opportunities that come up, but those core strategies, the partners, the markets that we'll go into are outlined here. And then we'll finish talking about the Discover Your Nevada overview. When we talk about this first part and we talk about markets, you won't see in-state markets in this part of the plan, but we will address those later. I just want to make sure you all know that's not forgotten, it's just not part of that initial domestic out-of-state plan. On the next slide, what will markets being really -- again, back to capitalizing on that disruption and how do we take this unique time and make sure that we're leveraging the dollars that we have in the best way to capitalize on that with the great messaging that where we'll have that powerful content and creative. You'll see the market mix and the decisions we made there again to help. Some of the identification of those markets was based on competitive separation. You know, if someone -- if something is in their backyard, is that the best market to go in when maybe we can provide something more unique or unusual to someone in a different market to get them to come to Nevada that's -- it's not a drive trip for them, perhaps so that they're staying longer, they're spending more. Those are considerations. The mindset, again, Stephanie talked about the -- each of the audiences so we'll -- those are critically important to developing the media recommendations so those align -- realigning those. And one of the things we know, while the audiences and what appeals to people about Nevada or what people -- those people that appeal hasn't necessarily changed, but those individuals maybe have. They've got -- we've all gone through, over the last 18 months, life-changing experiences in many ways. Someone who maybe didn't consider Nevada before or didn't consider themselves someone who would take a trip that was really focused on an unusual experience, maybe now they are thinking differently because, again, they've sort of had that freedom taken away for a period of time. are -- even in markets where we've been in before, the people we're talking to within those markets may be different than someone who had maybe been exposed to our messages before. That's an important part of how we want to make sure we're connecting with them. So on the next slide, those audiences, again, you know -- like I said, we just talked through those, aligning with these audiences help the media plan and that Bobby will talk about in helping us identify what data we're using to target those audiences, how are we leveraging data partners, content to identify someone who will have the most interest in that cultural experience versus an uncharted-experiences junkie. So that data, again the markets, as well as the content and the context we show then as I mentioned before. Looking at -- you'll see some examples of this, but looking at, maybe it's a website that they're on that predisposes them to be somebody that's going to be really interested in an uncharted experience versus just making sure we show up in front of them at any point. You'll see both of those elements playing a role in the identification of tactics. On the next slide -- so markets. We spent a lot of time talking about markets in our last meeting and how do we go forward? Thank you for all

of your input. That was really important as we developed these recommendations for how do we then apply those markets to the budgets that we have and the approach. Looking at a couple of different things: looking at the audiences in each of those markets, how do those audiences show up; looking at access, that of course is really important and, you know, just understanding costs to those markets as well. That's an important part of what we're looking at. What you'll see is established markets here, that our goal in these established markets is really -- these are markets that have high brand perception, they have high visitation already, but our goal is to reengage them, remind them what Nevada has to offer, reinforce that message, drive additional nights to their next visit perhaps, and really, most importantly, defend our position from the competitive set. We don't want to lose those people that do already have an affinity. What we're going to do in those markets is lower funnel activity versus some of the new markets where will be, you know, higher brand perception, awareness types of tactics. The second -- emerging markets, you know, these are markets we've been active in before, but maybe not at this level. We haven't had this level of activity in some of these markets. Our goal here is again to showcase that white space, the points of differentiation that Stephanie talked about to these markets and get them to pull that trigger and make that trip to Nevada. And you see those markets outlined there. And then as we -- based on the budget allocations that you'll see in a minute, we'll invest in new, paid markets along the way. Now, something that's important to note, even if we're not necessarily in a market initially from a paid perspective, Heather -- you're going to hear from Heather Sheppard later this -- in this meeting about the public relations and earned efforts and so earned and paid, we're really aligning really closely to make sure that we -- if there's a market that maybe we're not in, from a paid perspective, that earned can kind of help cover those markets and be in those markets. Yes, Carl?

RIBAUDO: Yeah. I just had a question on the established market, particularly Sacramento, San Francisco, and San Diego. I know from my experience with Visit California, there is a pile -- piles of money being spent on these markets within California, including Visit California's budget and so I just throw out the discussion point of, geez, are we -- you know, the competitive equilibrium is going to be so different. Are we? Is it? You know what I'm getting at?

REEP: Yeah, no, totally, and then -- and we'll -- Bobby will talk about it a little bit in a minute, but really what I want -- in that market, we're really focused on those people that are showing intent already it's really lower funnel, showing intent, showing interest in whether it's by the interests that they have or who that audience is that we know that they're kind of raising their hand and saying hey, I'm looking for something, and we want to make sure that we're showing up in Utah is not for those people, and that's really where it is at that lower funnel. And you'll see how that applies across tactics in a couple minutes. But, yeah, we're totally on the same page there -- but it's, like -- it's in these new markets, it's in the emerging markets where we're a little bit higher funnel that's really more about brand perception and helping people to understand more about Nevada. They maybe haven't been exposed as much, right, they -- in the past, and this is that opportunity to get in front of them. That's where you'll see those markets and that disruption and those opportunities kind of come in. These recommendations in those new markets are based on a couple of different things, like you see here, that -- those high audience index, the opportunity for average length of stay. We know those California markets for example, are likely, more likely to be drive trips, right? Where are we looking at fly market trips that extend the average length of stay, extend the spend, which are two of our key goals for the year. Where can we have that competitive separation as well? That's something we looked at and then access so you'll see here and Bobby will talk about this, but you'll see where we have Seattle and Chicago, and then Minneapolis and Denver, that's something we want input on, you know, and it's sort of going to be dependent on the time of year and when, if and when we have that additional budget, what makes sense at that point from a, you know, flight availability, access standpoint, those sorts of things as well. That's taken into consideration as we scale those budgets up at some point.

RIBAUDO: On those markets, Minneapolis doesn't have non-stop. We do have nonstop stuff in Atlanta that's new that accesses the whole Southeast. That might be something to look at. We will have -- we're going to have access through Charlotte, but I'm not sure that that's going to go year-round yet that you could access. This is Northern -- this is just north. Again, south -- Southern Nevada could be completely different so please bear that in mind. I'm just giving you the Northern perspective, but just thoughts for consideration.

REEP: Yup.

KAWCHACK: Can we pause for a second? I know that Cynthia has a question and I have a comment. Go ahead, Commissioner Mun.

MUN: I'm just trying to make sure I understand. How is this different from your other -- I mean, isn't this what you guys have done in the past as well? You defend your established markets and you are trying to get into the emerging ones and trying to -- I mean, I'm just trying to understand how is this different from what you've done in the past?

REEP: The market, some of them are in that -- established and emerging markets aren't necessarily different. What we're going to do in those markets is what's different. That's coming up in a minute.

MUN: Okay. Okay. Because I'm going well, I'm not quite sure I understand. It's like these markets have always been there. Okay.

REEP: Right. Brings back to what Carl was asking, for example, about those established markets. In the past, we've sort of been full funnel in those markets where we've been -- especially as we were establishing the brand, right? We may have TV, for example, in some of those markets that is upper funnel, it's more that dreaming-stage of thinking about a trip and helping to develop, get the help with the brand perception of the state at that higher level. What we're going to do in those markets and we're going to be really much smarter about those budgets. Not that we weren't smart before, but in the budget scenarios that we have now, we have to be more efficient, we have to figure out where to go with certain markets, so we're going to be at that bottom of funnel, people that are raising their hand, people that are searching and saying hey, I'm looking for a road trip adventure, and we want to be in front of them. I'm looking for--

MUN: You mean the new messaging. You mean in terms of new messaging, not in terms of brand or because I think Nevada -- you guys have done such a great job in the past as well that we are a known entity. It's not like we -- people don't know where Nevada is or Las Vegas or Reno. I think we're a pretty strong brand generally. Wouldn't you agree?

REEP: Yeah. Yes, totally. And that's exactly what I'm talking about. That brand-level stuff that we have done in the past, now in those markets where we've spent heavily before and those established markets, we don't have to do as much of that anymore. Now we're telling them, here's what you can do when you come. It's that lower funnel. We've been doing full funnel. We can shift how those dollars -- and again, we -- I think on the next slide, it'll help line that up but --

MUN: Cause our messaging has changed.

REEP: Right. Right.

BRUNELLE: Chrystie and Carl, going back to the comments about direct-air service, so when I take a look at our programming right now -- so we just launched for Southern Nevada a campaign called Live in Vegas 2021. The markets listed in the new markets for the state, the Seattle, Chicago, Minneapolis-St. Paul, Denver, those were all in our current markets where we're running spot radio, streaming audio, Twitter, Facebook, Instagram, search, et cetera. And when I take a look at the number of flights into Southern Nevada, so getting the entree, Seattle is the 1, 2, 3 -- the fourth market from the top, 129 flights a week into Las Vegas; Chicago is number three at 154 currently, and that's more than what it was in 2019; and when I take a look at Minneapolis-St. Paul, Minneapolis is 71, again more than what it was pre-pandemic; and for Denver that is one of our top five markets as well at 135 flights a week. If we can get people into Nevada, whether or not it's through Northern or Southern, and then map that journey in terms of discovering the unusual and also, I like the weird commentary in some of the stuff that I've seen, but, I mean, they -- all these markets are very strong and we've been targeting all these markets as key markets for Las Vegas before, during, and after the pandemic and have found great success with conquering so I like the approach.

RIBAUDO: Very good.

REEP: That's great to hear. And I think Chicago in particular was one we started to do some statewide messaging to, right, pre-pandemic and it didn't -- we didn't really get to ramp up so while we're considering it a new market, we have had exposure in that market from a media standpoint in the past.

BRUNELLE: And especially if you can do things in the digital space where you're talking to those folks that are searching for it, it's very effective.

REEP: Yup. Great.

KAWCHACK: My comments -- I'm sorry M.E. Kawchack for the record. My comments were already addressed. It's that Minneapolis-St. Paul versus Denver. Like Chrystie said, we might consider seasonality there and it is about the accessibility. We understand that. Southern Nevada has full accessibility for many markets, including those. We just need to keep an eye on it for the north. I believe that Minneapolis-St. Paul has just a little bit slighter, higher propensity to travel here and -- but Denver had more access. That's our situation right now, and when we get to Heather's slide, we'll talk about Charlotte. Are we good to move on?

REEP: Yeah. Next slide. Bobby, take it away.

RITZI: For the record, Bobby Ritzi. Thrilled to be here. Thank you, Chrystie and M.E., for the introductions earlier. This slide is our visual representation of the traveler journey, which is our decision-making process that every would-be adventurer goes through on their path to booking and then finding that moment of self-discovery in-state and we use this as our north star, because we know at each stage of that journey, our target audience is more receptive to different ideas, they're looking for different types of information, and we can expect them to take different types of actions either directly with our messaging or furthermore onsite. And so, as I walk through the actual tactics over the next couple of slides, you'll see how we have put together a strategic mix of partners that deliver that messaging that Stephanie showcased earlier to our target audience when they're in the right mindset and moments across these partners and give us our best chance of maximizing our impact. To further just emphasize that great discussion on those markets, again, as you look across these phases of the journey, they are lined up with our marketing objective at each phase, and we also have very specific KPIs underneath that. And so, going back to core and established markets with high-brand perception again where we're really just focused on increasing length of stay with existing audiences, that's all within that adventurous stage with people who are already raising their hand, they have high travel intent, and we're doing as much as reminding as we are with defending share in those markets. The dreaming and the planning stages where we really need to do more to inspire them, bring in the new brand messaging, showcase that unusual, weird content that'll start taking them further down our journey, that's where we're going to heavy-up on emerging and the new markets at varying budget levels. And that shift in budget allocation is what really helps us double down in those markets to make a difference, you know, capitalizing on this point of disruption in this time. On the next couple of slides, I'll take us through the tactical overview, I'll start broadly and then we'll kind of highlight those phases and then show you a couple new and notable pieces within each content piece. Starting with video, audio, and paid social on the next slide, we have some really exciting new strategies for these key mediums. You know, last year, as we all stayed at home, we watched and binged and consumed more streaming video than ever before and even as we return to our social lives, you know, this year Nielsen is reporting that as all those free trials expire, we're going to keep those subscriptions, or we're going to keep relying on that great content. You know, thinking about the news with Amazon's latest acquisition or Discovery Go spinning off, they're going to continue to invest in that future content and that's all great because advanced TV and publisher-direct streaming video are mediums that are key for Nevada to deliver our highly targeted video to an engaged audience when they're opted in in those viewing environments. We also have an exciting opportunity too with podcast promotion that takes advantage of our existing library of content, and I'm going to go through that in more detail in two more slides. And then we have multiple ways to stand out to our audience across their social media feeds. We have a successful lead-gen campaign that we'll continue to utilize that funds our newsletter subscriptions, we'll drive engaged contact, engage website traffic by showcasing our unusual content, and then we have a new Instagram story placement that I'll let Kevin really highlight later in the creative section. On this next slide, these lay out how these tactics fit across each of those journey phases. We say primary again because the travel journey's different for everyone, but our goal really is to focus in on that point of inspiration and knowing it'll differ from person to person, the primary markets we're targeting with each tactic and then how we're going to measure success for each of those partners. And then as I alluded to, we also want to take some time to briefly highlight some unique or new, exciting features. On the next slide, you know, not only are we going to showcase our great 30-second spot, which you're going to see later, we can actually measure onsite actions driven by video exposure and we can take that one step further by measuring actual travel lift to key rural points of interest and tie that back again to video exposure by market to help optimize that buy. And then for our promoted podcast placement is pretty much what it sounds like. We're going to take our existing episodes, which Nevada has built up, and encourage our target audience to listen now, subscribe, or download for later, fill their glove box, when they take that journey and, you know, actually this is just a pilot, it's a pretty small portion of our budget, but it's really exciting from a tracking standpoint because the podcasting environment is enormous, and it's only growing more and this test, if successful, could really help pave the way for investing in this type of content in the future. On the next slide, we move into tactics that are essential pieces of the traveler journey themselves. You know, we know these are where the target audience is going to look for recommendations when they want to compare prices and it's

critical to serve up our unique points of interest and those unusual experiences either directly on OTAs or key publishers like Lonely Planet and Travelzoo, and we can then also achieve scale outside of those direct booking environments by utilizing a mix of programmatic partners that focus on first-party traveler data. And I'm going to take a second to stop on that first-party word there because again, when we think about disruption right now, especially in the news with Apple's privacy roll-outs and that cookie-less future that's coming to everyone, we can overcome a lot of those challenges by using a first-party data partner, like Epsilon for example. They use debit and credit card data to build that travel-intent profile so we cannot only target someone pre-booking, post-booking, but also optimize our campaign based on when -- what they spend on in market and report back on that data. And because each of these targets -- or excuse me, each of these tactics is targeted by travel intent, they will run across all our markets. On the next slide, you can see they're supporting each market, but again, to the point of discussion earlier, we're really -- this is where we can really emphasize down on those core markets while also if somebody is already exploring in Seattle and at this point, we can provide that point of differentiation. We also have very specific KPIs and those either take place on our own website or within the publishers' booking environments. And on the next slide, we showcase two exciting pieces of custom content, one with Lonely Planet, and one with TripAdvisor that they would help produce. They're both known for storytelling and as points -- as go-to points of inspiration for our target audience. Our partnership with Lonely Planet would include onsite production of new video photography and usage rights for that content. With TripAdvisor, we'd be using existing assets to create an immersion experience on their website, as well as content for their very popular Instagram handle. On the next slide, thinking back to my comments about first-party data, the other solution to a cookie-less world is content and context, kind of original targeting, and we have selected Key Lifestyle and Travel Partners here that our audience is going to right when they are in that adventure state of mind, and we can partner with them to showcase our unusual experiences and do so within each publisher's unique flavor, which will just really help our content stand out and inspire that target in one of our emerging or new markets to take further action either on this site or on our site and start building towards taking that next trip. On the next slide, you can see that these are again all focused within those emerging and new markets, with the exception of the Thrillist execution that I'll come back to that has national reach as well. And our KPIs again are focused on that content, creation, and engagement. Two examples on the next slide are new for this year. Atlas Obscura is going to do a Nevada Week Takeover and in addition, reutilize our successful 2019 Virginia City video but promote that out to our new and emerging markets that didn't see it in that fiscal year. And with Culture Trip, we have a brand-new-to-market-spotlight hub, which houses our custom articles they'll build, and a brand-new illustrated map, which was also very successful the first time around. So on the final round-up here, we have a unique opportunity with Thrillist, which is a go-to travel and lifestyle publication for our audience, and they, over the course of the pandemic, saw a massive increase in their readership looking for stargazing content as well as road trips, and as a destination that has an absolute point of differentiation within our dark-sky sanctuary access and this great infrastructure of road trip content and availability, we saw a perfect merger here to do a completely new -- brand-new-to-market content vertical takeover that we're branding Star Tripping. On the next slide the existing hub is called backyard observatory and what we do is for three months take this over under the star-tripping, pop-up vertical, where we'd have a hundred percent share of voice. This is where the national reach comes in. Everyone going to these pages and reading the articles would see our branding and our content, and then we'd further take that out from a paid perspective to our markets with 12 editorial features, three Thrillist explore videos, which is their very popular, social video series, and then again, a hundred percent of share of voice on all advertisements across the content, whether in our customer verticals or their organic pieces that they'll continue to post through that month. It's a major execution in terms of paid and guaranteed views, but also from a potential organic reach not just across our key markets, but nationally. The final slide here, before I pause, represents the full picture of that base-level budget plan that I walked through on these detailed slides. You can see within a flighting standpoint, we have a brief extension to extend the current buy through July. As we looked at the calendar and again, this shortening travel window, we know how Vegas is responding right now, and people are coming to market. We -- it felt wrong to be dark until September. We have a couple of key tactics keeping us through while we get new assets and come back to market in September and October. Then we shift to our traditional Discover Your Nevada in-state program over the winter and again, we'll have that here at the end, and then we come back in 2022 across all markets with all tactics. And I will pause here for questions on any of that because the next slides we'll get into are those additional budget scenarios and then discovery in Nevada.

MUN: I've got a question. Cynthia Mun for the record. Do you think our patterns will be the same this year for the winter as it was in the past?

KAWCHACK: You want me to take that, Bobby, or do you want to?

RITZI: If you want to start.

KAWCHACK: I'll start. This is M.E. Kawchack for the record. I don't know if we -- we can look back to a couple different winters and, you know, environmentally, I'm not sure, number 1, what snow is going to look like this year and number 2, Tahoe -- and, Carl, let me know if I'm speaking out of line, but they didn't really need a whole lot of help getting people there. I think that for a pause and for in-state, that's a good time to get people traveling within the state and we had a lot of success and a lot of great feedback from partners when we're talking about Nevada Pride, and Discover Your Nevada, and shop local, and all of that. That messaging will be happening in December, January, and through the winter months. I think that we're also leaving some money behind to be able to do anything that might come up. You know, if there's something happening with football or something that we need to be involved in, we'll be able to act on that, but I'm not sure -- I think that that's not necessarily how people are going to travel. Like, we don't know how they're going to travel for winter.

RITZI: Yeah. And that -- thank you. I mean, and I would only add to that that not only is our plan not set in stone and able to be reactive, but we would be able to be always on with some of the tactics, like the OTAs or to be able to cover that gap if needed.

BRUNELLE: Just a quick observation, Cynthia. This is Fletch Brunelle for the record. When you think about traditional travel patterns, knowing that for all intents and purposes schools will be back in session, I think that will change some of the travel behavior back to normal, if you will, in terms of not having the same flexibility on midweek. Number 2, with other states reopening, I think that you end up seeing that there are other places for people to go and visit outdoors that they didn't have access to before. I think it does lend itself to getting back to whatever the new normal is or past normal in terms of travel patterns. The hope obviously is on the meeting side of things, once that gets ramped back up, that you'll end up seeing kind of the normalization or back to regular travel on the business side of things, which can impact travel, etcetera, etcetera.

MUN: Good point. I forgot about the schools going back.

KAWCHACK: Is there any other questions at this point, or should we move on? Okay. Go ahead, Bobby, thank you.

RITZI: All righty, thank you. On the next two slides we have, as M.E. and Chrystie briefly talked about, these are strategic scenarios. We needed to explore what was possible and what we would recommend, but not get to the point of a detailed negotiation or even further to lock ourselves into any funding. Within this mid-level budget, we start by adding that second market, Chicago, as a new market, new with an asterisk, that we had started there, to all our tactics, and then we start to look at building out our dreaming and planning phases with bigger tactics. We have addressable TV, higher-impact video with custom engagement, as well as mobile, we add in additional travel and lifestyle publishers and influencers, and then streaming audio potentially to the mix. And then at the reach-level budget scenario on the next slide, we really take the custom elements up one further, as well as the reach, adding a third market, whether that be Minneapolis or Denver or potential combo based on the timing and the funding, and then we look at partnerships like a video production and custom elements with the Discovery companies, potential again thinking about the podcasting and that seeing how that pilot program goes, even custom onsite episodes produced through the iHeart podcast network. Outdoor -- they're recently purchased by Pocket Outdoor Media -- cross publisher, custom content, and then further travel and lifestyle. You know, for example, at this budget level scenario, looking at Houston and Dallas, the greater-Dallas area being emerging markets at this budget level scenario, it was appropriate to include a partner like Texas Monthly and their beautiful photography and custom article elements that could really help bring our brand to those emerging markets. And then, so to give you -- illustrate how those play out, you could see the base, mid, and reach levels left to right within the media mix, how that evolves to decrease from the percentage of digital to really emphasize more audio, video, and custom programming as those budgets grow. Again, thinking about markets building underneath, we're really pleased about the potential there and again, not having anything set in stone, but how these strategic channels would be overlaid. And for in-state again, flighted with a July extension, that potential heavy up over the winter and then a re-hit before spring break, and then Memorial Day weekend. We continue to lean in on broadcast in the two Metro markets to inspire those audiences to get outside the Metro and just find the Nevada they didn't know. We also have introduced a -- one of the first-party data providers this year with the Native Execution. That's going well, looking at continuing them for the next fiscal. Taking that Instagram story execution, we're introducing domestic markets and bringing a variation of that in-state to inspire residents and then leaning in on key local-print partners and any of those additional opportunities that M.E. talked about, what's going to come up with NHL or with football or leaning in on those as they come up throughout the year. And we have those three budget levels. Now these don't vary as much as the domestic markets because we've invested at that base level. We're already at half a million and so we didn't need to scale as much. We wanted to

start out at our base level with that solid half a million in DYN right away and then that scales slightly with each of those additional elements.

BRUNELLE: Bobby, I have two questions for you. One, when we take a look at the paid media budget levels as well as the Discover Nevada compared with 2019, the last normal year, what is the difference between the two? When I think about our budgets, a normal year on the marketing side would be around \$100 million. This next fiscal, we are budgeted, which was approved by our board at \$80 million. So just for context for your board for next week, we'll probably want to know what that is.

KAWCHACK: Chrystie, if you want to jump in, but we were right around the \$6 million mark –

BRUNELLE: Okay.

REEP: I was going to say –

KAWCHACK: Go ahead.

REEP: -- can you go back to the domestic budget level slide real quick? And I think that'll -- one more.

BRUNELLE: One more. There we go.

KAWCHACK: There we go. Even at our reach, that's what we would normally spend through a large media buy. There is a potential for more, and we will revisit that. I mean, that's great. I mean, Visit California got \$94 million. I don't think that we're going to get that kind of money, but we are at -- we are starting the year at 50 percent of where we were in 2019.

BRUNELLE: Okay. Excellent. Second question, when I take a look, Bobby, at the digital programming, those are programmatic so those can be turned on and off as necessary depending upon what the budgets are doing so you can easily ramp those up when they're performing and augmentation can happen with budget. Correct?

RITZI: Absolutely.

BRUNELLE: Okay, great. Thank you.

KAWCHACK: Okay. Before we move over to Kevin's portion of the creative presentation, I just want to make sure that this is a good time to pause for any questions on the media by itself.

RIBAUDO: I think it looks really good. My only thought from a strategy standpoint is I hope we can view this as a platform, you know, over the next three years to begin to move more and more aggressively nationally. You know, I know there's this thing with California, I get it, but I like to think of this as a platform to grow and so -- just from a conceptual standpoint, but it lists some well-thought-out and -- well-done so let's hope we get the full six.

KAWCHACK: That's what our hope is as well, Carl. Thank you. I'll hand this over to Kevin now. As you know, we had just released a new spot when we shut everything down, excuse me, so we were able to make some shifts over the last year as we had a new Discover Your Nevada commercial. Kevin is here to walk us through the creative execution and we'll start with our spot, which is new for this campaign specifically.

KRIEHN: Thank you, Kevin Kriehn, BVK, for the record and I think, this spot to me is sort of a perfect opportunity to tap into that dreamer activation that was covered on the media side, and I think it does a really good job at positioning Nevada as sort of the place that fulfills that craving people have coming off of the pandemic that Stephanie talked about and this spot and certainly the digital work that follows are all filtered through that positioning strategy that Stephanie took you through. It's not necessarily a shift of our brand platform as much as honing in specifically on some messaging that comes off of what we're all realizing after the pandemic and then in particular, the messaging that drills into the digital side with the brand pillars that we've talked about earlier. We'll hit play and hope that everybody can see the streaming just fine.

GRUNDY: Can you guys see? No?

KAWCHACK: No.

MUN: It's not playing.

GRUNDY: Okay, hold on just a second. You see?

KAWCHACK: We see, but not hear. If we can't go watch it, which was our concern that sometimes it's a little bit funky on these, but we figured it's 30 seconds and we'll give it a try, but if you want to watch it, it is called Just the Place. It just feels a little bit different. It gives a little bit more of an attitude where before we were saying, "no cant's, no wont's," all of that. This is talking about how Nevada is just the place that speaks to that transformative experience that you have here. And, Kevin, if you want to say it more eloquently than me?

KRIEHN: I think that was perfect, M.E., and what we're not trying to do is walk away from sort of those ownable elements we've talked about and we want to preserve the idea of maverick spirit, but the messaging shift gets a little bit more into this open invitation back into that craving that people have and in particular, the visuals that you'll see is really sort of paying off that idea of self-discovery, but also some of those more personal connections that you make with your friends, family, or loved ones when you have these experiences, and I think what you'll hear in the script, when you have a chance to play it, is really kind of placing Nevada as this other-worldly frontier that becomes an open playground for that self-discovery and that version of freedom that we're describing. All of that footage is obviously things we have shot and previously intended to use, and it's the culmination of now being able to tap into that coming off of the pandemic. And I guess going into the banners, we asked a little bit about whether or not unusual is the right word and have gone back and forth quite a bit and for me, that idea of being unusual is a really positive thing for us to embrace and a lot of times when I'm asked, like, why unusual or why unusual in Nevada, like, one of the things that I use to describe it is almost, like, if you think back to even in school, there was always that kind of quirky, unusual kid that everybody was really drawn to, and that to me is a lot of what Nevada offers as just the experiences and things that you encounter are so different than most other places, but it's got this really appealing draw about it. I think next we've got some banners and similar to I think the media plan you just saw, the digital activations that will be -- or the digital that we'll be using will tap into those same traveler mindsets and kind of experiences that we talked about. In this case, more brand awareness, activation-type messages that are a little broader, but still paying off kind of with a distinctive Nevada voice that kind of taps into both self-discovery, but also our maverick spirit and being a little playful with our lines. Obviously with banner ads, we need to have very pithy lines to tell a very quick story and compel someone to move forward on a click. Things like "Don't Take a Hike, Let It Take You," which obviously speaks to self-discovery and the transformative experience, but then also align, like, "Live Life at Full Throttle," which, you know, taps into that maverick spirit and getting people to think about getting back out and going forward again. And then, like I said, being a little more playful with some of our lines, like "Step Into the Wild, Wild, Wet," instead of the "wild, wild west." These are all comps I should mention as well so we're working through with M.E. and the team at Travel Nevada just specifically on imagery and final lines, but it gives you a good flavor of where we're heading.

RIBAUDO: Just a comment on that: "Step Into the Wild, Wild Wet," which I think is great and I don't know if it's -- if you'd ever want to use it, but we have a crew of surfers in Tahoe that surf Tahoe in the dead of the winter in the nastiest storms. Again, it just captures the spirit. It might be there or not -- might be the right time of year or whatever, but it just captures that spirit. Just looking at your photo popped it into my mind, but you should just check it out just to see these crazy guys.

KRIEHN: Absolutely. I have no doubt. I mean, surfers are generally crazy and the ones that are willing to endure freezing water are even crazier.

RIBAUDO: Yeah.

KRIEHN: The next set here is really getting more into those brand pillars we talked about, so the experiences and acknowledging, things like "Get Closer to a Close Encounter" and some of the extraterrestrial elements or "Bizarre is in the Eye of the Beholder," again, getting a little playful, owning things like bizarre and unusual, and really playing that up as an appealing aspect

of the destination, and then getting a little more reflective with that last one, transformative connections, which, the stargazing and the dark skies are amazing, so let's have a line like, "We Give You More to Wish Upon." And then here you'll see even the shift in the call to action, because they're a little bit further down the funnel as compelling them to request a guidebook. And then next, our opportunity to retarget and kind of keep leading people down that funnel, in this case, into the booking element. "We Time is Better Here," so reminding people of those experiences, whether it's family time or time with a loved one, and that this is the place to really get back out and experience things now that we're coming off of lockdown. "Draw Your Own Map in Nevada," so a line like that speaks to the maverick spirit and that you don't need to have a rigid itinerary to have amazing experiences. And then lastly, "Nevada-Nirvana, Same Difference." Just having a little fun with the word play. And then I'm seeing everyone's obviously familiar with Instagram stories. Insta stories continue to be, you know, really, really dominant and effective, and in this case with our imagery as well as our lines, we're able to tell some really fun and compelling stories. I think this first set is a pickup of what you saw on the banners but, you know, being able to showcase more about these, you know, experiences specific to extraterrestrials or ghost towns, we've heard so many stories when we're there about these experiences and Instagram is a great way to bring that to life and go a little bit deeper. Go ahead. Here's another one, to pick up from the banners, but "Bizarre is in the Eye of the Beholder," "Let's Explore," which will pull people in to go deeper into, like, what is this that I'm looking at and how do I learn more about it and the same with stargazing. We can lure people in with really beautiful photography and then, you know, have them dig deeper to learn more about the stargazing opportunities. And then one of the things we really love on the next line with Instagram is the ability to kind of do the multiple swipes where we're kind of playing out a story. "When You Do It Right, the Sun Worships You," "Go Nevada or Go Home." We don't want to lose a little bit of the attitude that we've established as a brand, which is kind of that last line and just getting people to realize, you know, even an experience that's as simple as hanging out on the lake with your friends is an unbelievable time that you're going to remember, and this is the place to come and experience it.

KAWCHACK: We can pause right there before we head into our PR portion for any questions on the creative execution. Okay. Then we will move on.

RIBAUDO: I like it.

KAWCHACK: Great.

RIBAUDO: I like the creative. I think you got it. It's sustainable, it really is unusual, and I think it leverages that position in the marketplace really well, and I think it creates a certain confidence of Nevada from a different perspective and so I think from that standpoint, I personally like it so.

KAWCHACK: Thank you, Carl. It is an evolution that the world has changed around us, but our brand is still our brand. This is still very Nevada. The hope is that we can do some more still photography this year to support our digital efforts. We're really happy with our broadcast spot, happy with the new voiceover, so that's going to be our concentration this year. Excited for that. As we shift over to PR that's not something that's usually been brought to this group before, but I know that we had some questions on how we're integrating PR into our larger media plan, and so Heather Sheppard is here to run through our priorities for fiscal year 22.

SHEPPARD: Thank you, M.E., Heather Sheppard for the record. As M.E. said, we don't usually talk through PR plans at this stage of fiscal planning and we are going to keep it at a high level because, as you know, the bulk of the dollars will be in paid media and in creative, but as we're coming out of this pandemic, it is more important for us than ever to look and be -- have an integrated impact from our paid and our owned and our earned and shared programs so that we can be really efficient and effective as budgets fluctuate, et cetera. We'll just show a high-level overview of how our PR program will amplify the creative messages that we walk through in the paid media tactics. As M.E. said upfront, our overarching goal is driving visitation, getting people to stay longer and spend more, and from a PR perspective, in terms of goals, we can do that by helping Nevada strategically show up in the early phases of the traveler's journey so when they're browsing their favorite magazines or looking at their influencer feeds for travel inspiration, et cetera, and we're tracking that progress against that goal through feature placements, key message inclusion. Our engagements with media and influencers, they've significantly changed. The landscape for them has changed over the last year. I talked about that when I presented our last plan on the page, but at a high level, it's kind of those things. And then also how we're driving people back to our own properties for deeper exploration. Tactically, we're achieving those goals through still both immediate and future visitation tactics on the PR side so in the short term, we've been using the last few months to reengage and regional and national contacts on behalf of Travel Nevada and we'll continue to do that into the next fiscal, providing them with

materials for stories that they're currently working on. You know, even right now for summer we've got direct lines of open communication with those contacts so that we can help Nevada show up as they're developing content now. We also are going to continue to engage influencers, strategically partnering with those who have audiences really specifically within our drive markets that are highly engaged. And then looking ahead, we want to talk about how we're elevating. I think, Carl, this is to your point about kind of our long-term play. We want to elevate our perception nationally by -- which is -- you know, that's where the longer-term PR tactics come in by building really strong connections with media and influencers that have a regular voice in publications that our audiences trust and having -- helping them affiliate Nevada with those storylines that we're talking about. We know that our media contacts are really eager to -- they've got Zoom fatigue, like a lot of us, so they're eager for those in-person connections safely and responsibly. Tactically we're looking at how we engage them in memorable ways with some of our immersive boxes that we've been doing so far this year. We want to continue that in a second iteration in the next year, and then also with thematic media missions in markets that -- like we talked about earlier that are new, emerging, and established and then also with some in market -- or in-state FAMs hosting media contacts to show them some of those unusual experiences, those transformative experiences. And then to ensure, looking at audiences, that we're reaching those same audiences with -- from the earned perspective that we're targeting on the paid side so, you know, cultural travelers, outdoor recreationalists, uncharted-experiences junkies, we're focused on securing coverage in publications that those audiences regularly immerse themselves in and that they trust. As I stated earlier, we've established and reengaged them and have open lines of communication with those outlets both nationally and then also at the regional level so that those who have closer access to the state and can, you know, pick up for a weekend trip or a spontaneous drive, we're keeping Nevada top of mind. And then finally, all of our efforts, so those pitches that we're sending editors, the FAMs that we're hosting, the thematic media missions, all of those are aligned with the content buckets that our audiences are seeing from Travel Nevada on paid and own touchpoints as well. From a PR perspective, we do this through strategic messaging in our outreach that aligns with national conversation. For example, right now we're seeing a lot of headlines around the Pentagon acknowledging that UFOs exist calling them UAPs, and we're seeing grainy videos of mysterious lights in the sky. Well, for those who are spiraling down that internet rabbit hole and interested in that, what a great way for Nevada to show up with the E.T. Highway, and the Little A'le'inn, and the dark skies bill that recently passed and turn that interest into a travel opportunity and to showcase some of those unusual experiences that only Nevada can offer. So, again, that's the PR program at a high level really intended here to show you how we're supporting and amplifying the paid and creative efforts, but our overall strategy from a PR perspective is really to validate that positioning and that differentiation that we're communicating on those other channels through media and influencers that we know our audience trusts.

KAWCHACK: Thank you, Heather. Are there any questions for Heather? Okay. Then we can move on. At this point, what we're looking for is approval from this group to go to the Nevada Commission on Tourism next week to approve the media spend. The motion that we're looking for -- so I'll give you the language and if there's discussion, we can go from there, but the motion we're looking for is approval to move forward with the FY22 Media Plan recommendations to send to the Nevada Commission on Tourism for approval on June 15th.

RIBAUDO: Before you get into that, I just have a question on the setup at the Commission meeting. When you begin to introduce this and frame this up, is it just a simple motion on the floor, or do you guys spend five or ten minutes framing this up? How does that dynamic work, M.E.?

KAWCHACK: Truthfully, I was going to connect with Cynthia after this meeting to ask her recommendation on how this might be presented to the Commission because obviously, we just went through these slides and it was about an hour and a half, and we have not that much time with the entire Commission. We're not going to be able to go through everything, but they have been continually asking for more and more information. I don't want to not give them the information they need to make the decision. Really the Commission should be looking at the budget part of things, but I know that they want to dig deeper. Kind of open to suggestions on that and looking for some guidance from Cynthia as well as what would be -- because there's a lot on that agenda next week.

RIBAUDO: My only thought, and if you can do it, and I know if you can't that's okay, but I think it's -- you might have two or three minutes to begin to build a bigger story for where we're going, you know, that this is, you know, a starting platform, you know, this is where everyone agrees what we should be doing, but our vision is bigger. We want to -- you know, you can frame it up, but you know, what I'm getting at.

KAWCHACK: This is an evolution.

RIBAUDO: Yeah. Exactly. Begin to put it, the framework in their minds, that we're moving in a different direction and that they're a part of this exciting direction. This isn't just a recovery thing out of COVID, this is a new -- you know, a bigger platform and a new, evolving direction, and begin to build that story for them. And when you go back and report on it in the future, you're beginning to fill in the story and let's begin to shape what they see in a positive way. Just my thought.

MUN: Cynthia Mun for the record. I think you can hear me. I think what you have presented already shows that you are building. Like I said before, when you were starting, this isn't something new, it's actually taking what you've had, and you've built upon it. I don't -- I didn't feel that this was a COVID-recovery plan, this felt like something that you guys are going forward with. There is some information in here I think the Commission already knows and has seen and doesn't need to really -- you don't need to spend as much time on it. I think the new messaging is great. I think they've seen this before, what is it in two years, a year and a half ago, when we did this -- when I first came on the Commission, there was something similar and now I see that it's being refined and it's -- the messaging seems more targeted and I think we are getting to the point where we know what we're trying to expand upon whereas before it wasn't as clear and here I see it. I see the work that's been going on and your presentation has evolved, and I think the Commission is going to be very open to approving this. I mean, I just know from having been on the Commission for now two years and what they look for, and I have to say, like, this time around, I didn't have a lot of questions. I feel like you guys are really making the mark and making sure those questions are answered with your slides, with the information. Without seeing it back, there are a couple of places where I'd like -- oh, this is -- it wasn't new information. I didn't know how it added as much. It was clarifying, but not as much, but there are some areas where like oh, great. This -- we're now targeting outlets in terms of media where I felt like oh, this makes sense to me whereas in the past, you guys were doing it, but I felt like we were missing the mark in some areas. We can have this conversation later on, but I think this is on target. It's really long and I think you can kind of pare it down to fewer slides, but you have them all here. And I think in terms of what the Commission's going to want to know is those numbers and I -- and whys, and I think you've already got those in place as well if that helps.

KAWCHACK: M.E. Kawchack for the record. Thank you, Cynthia. It does. To your point that you've seen it evolve in two years, there's new Commissioners so almost every time we have to kind of start over again and tell that story, but I'm thinking that I might send this as a pre-read for the most part and let them know that what they'll see on the day is just pared down a little bit and offer to --

MUN: Good idea.

KAWCHACK: -- time for questions. Okay.

BRUNELLE: My only fear with sending us a pre-read is that unless they are marketers, they will not understand all of the content. That would be my biggest concern. So just keep that in mind.

KAWCHACK: Thank you, Fletch. That is a very good point.

BRUNELLE: And there was a lot of material that you covered that does actually require explanation.

KAWCHACK: Okay. Well, M.E. Kawchack for the record. I think that maybe the creative execution can be pared down a little bit, because like you said, it looks similar to what we saw before and maybe we can put all of those on one slide. I think that the audit is very important, so that -- that explains kind of how we got to where we are and why we're making the decisions that we are making, and we need to let them know about what they're getting or what they're approving at each budget level. We will work on making this make sense. Materials are due tomorrow at 9:00 AM. This is just the timing of how things happen so I'll be working on that this evening so -- and I know it's late on the east coast, Cynthia, I think that's where you are so I don't want to keep you too long, but I'll run it by you before I leave and then maybe you can look at it, but I'd rather give them more and then show everybody what we have at the time of the meeting. But to your point, Fletch, I don't want anybody to be distracted and say well, we didn't get to this slide, where is this, so I don't want to confuse anyone.

MUN: And I think the Commissioners are very supportive. I think you'll find the group will be very open-minded for many things. I don't think you're going to get a lot of pushback.

KAWCHACK: Thank you, Cynthia. I think everyone's ready to move on from the recovery and into this new place and we're ready to spend the money that we do have in good places. If there isn't any other discussion at this point, we are seeking approval to advance the recommendations to the Nevada Commission on Tourism.

RIBAUDO: I will make a motion to approve.

BRUNELLE: Second. All those in favor, say aye.

MEMBERS: Aye.

BRUNELLE: Any opposed? Motion carries unanimously. All right. Let's move to Agenda Item D under review of the FY22 -- excuse me, Item E, discussion for the quarterly review and upcoming projects. This is a not an action item, but just for review item.

KAWCHACK: Thank you. M.E. Kawchack for the record. Just if everyone got for review only last quarter's reporting, I can take any questions on last quarter's reporting at this time. No? Okay. And then I just wanted to give everyone a quick update so that you know what's going on in the next quarter after we move forward. Of course, we're very busy with our paid media that's happening now. We have shoots with Matador, the Travelocity Gnome was in market last week so that was very exciting, traveling across Highway 50. We're doing spots with Cox Communications and with Channel 4 up here in Northern Nevada, we've had a lot of in-house efforts. You should be seeing us in Las Vegas. I hope you are, where we're partnering with Greenspun and the Review Journal down there. We're also getting into in-room publications, which are now back so that's exciting, and also Knights games, go Knights, so we've been able to take advantage of their lengthened season. As I mentioned at the beginning of the meeting, we do need to get some quarterly meetings on the books, but I -- we are going to have a new CMO on staff within the next month, so I want to make sure that that person gets on board and we have an introduction and decide on timing for if an in-person meeting makes sense at that point. We also have the strategic plan that I mentioned going in front of the Commission next week. I will send that to all of you once the Commission does see that. We have a number of items on the Commission meeting that I did not bring to this group because they're not -- they don't necessarily need this approval, but just so that you know, it will be -- we've been asked by the Commission to bring RFPs to the Commission before they're released by purchasing, so at next week's meeting they will be reviewing the Latin America contract as well as three marketing RFPs. One is for ad evaluation and website usability study. Those two are -- our contracts are always not to exceed, so we're not -- we don't have plans to do those imminently, but we'd like to have them in place for a two-year period plus two, so that we can move on them quickly because the prep time on a lot of those studies does take a few months and the RFP process takes six months-plus, is -- now held to whatever the Commission schedule is. That can add up to nine months, which we just don't have. Those two are happening. And then the other RFP that's coming up this first quarter is for a digital development agency of record. You all know that Noble Studios is our digital partner, and our -- even though our contract doesn't actually end with them until the end of fiscal year 22, they took on a lot of services after a complete services audit for CRM and e-marketing in particular. They took on a lot of those services with the intent of us going for additional contract budget authority. Because of COVID, we were not able to go in front of IFC to request those at that contract and board of examiners. Unfortunately, we have to start that process early. So that contract will begin January 1st so you will see at the Commission meeting there'll be released just kind of a bulleted list of what that RFP will include, and that will be opening in the next couple of months so that they can -- we can have an onboarding period and start the new contract January 1st. Are there any questions on upcoming activities? Okay. Congratulations, Fletch, on World of Concrete. I did want to make that acknowledgement and mention that. I thank you for taking the time today while that is going on. The new convention center space looks amazing. Very excited for you.

BRUNELLE: The destination feels good. It's great to see people. Lots of excitement. Before we wrap up today's meeting, are there any other comments?

MUN: I have a comment. Cynthia Mun for the record. I would like to thank all of you and M.E. and Fletch. You know, we haven't had meetings in person, but it has been a wonderful time seeing all of you guys and seeing all the work you're doing, and I love the presentation today. Thank you for all that great work.

KAWCHACK: Thank you so much. And thank you for joining us. I know that you're always on the road so -- and thank you for all of our east coast friends for sticking in so late today and many days.

DOTSON: Mr. Chairman, this is Deny. I do have one comment. In true Virginia City style, we are going to party on Friday at 4:00 PM. We are doing a welcome-back barbecue for the town, for the merchants, the people we work with, it's not open to the public, it's open to everybody else. We're barbecuing, we're doing nachos, we got free beer and wine, and we got live bands all down at the fairgrounds. Between 4:00-7:00 PM, if you want to let your hair down and you're in Virginia City proper, come on down.

KAWCHACK: Thank you so much.

RIBAUDO: If anyone's interested, we just did a study on the political orientation of destinations and their impact on destination selection that's pretty fascinating. It's -- I'm sure people are looking at it, but we looked at it through political, race, gender, and age, and it's pretty interesting stuff. It's a new world, folks. I'm sure you're already aware but --

SIMMONS: I'd love to see it, Carl, that'd be awesome.

RIBAUDO: Yeah. I'll send it out to you. It's a very interesting piece of work we decided to do.

KAWCHACK: Thank you, Carl.

RIBAUDO: You bet. Great stuff guys. I really, really feel -- you know, I sit on Visit California's ROI committee and this whole approach is at that level, you know, the thought process, the strategy, the execution. You know, we may have a smaller budget, but it's right there. I mean, it's right there and, you know what, I think you can build a whole campaign on unusual, a whole thought process, a whole platform to, you know, really rethink things and so I've been doing this a long time and I really feel Nevada's got it there. So good job to all of you.

KAWCHACK: Thank you very much. We could strive for that \$94 million. That would be really nice.

RIBAUDO: You know, those guys over there, it just cracks me up. There's just so much money. It just amazes me.

KAWCHACK: Well, thank you.

RIBAUDO: Good work, everyone.

BRUNELLE: All right. I'll thank you all for your comments. Now we're at Agenda Item G, we are at the second public comment time. If there's anyone on the phone that would like to make public comments, you've got three minutes. Do we have anybody, Jessica, on the line?

GRUNDY: No, Jessica Grundy for the record, I don't have any public comments.

BRUNELLE: Okay. With that, I move to adjourn today's Marketing Subcommittee meeting at 2:48 PM. Can I get a second?

DOTSON: I'll second.

BRUNELLE: All those in favor?

MEMBERS: Aye.

BRUNELLE: Those opposed? We're adjourned. Thank you all and have a great weekend. Take care now.

Adjournment

The meeting adjourned at 2:48 PM.