



# AGENDA

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## Visit SLO CAL Executive Committee Special Meeting

### Visit SLO CAL Executive Committee Special Meeting Agenda

Thursday, August 3, 2017

12:00pm

Courtyard by Marriott

1605 Calle Joaquin, San Luis Obispo, CA 93405

1. CALL TO ORDER
2. PUBLIC COMMENT (On Non-Agenda Items)

BUSINESS ITEMS
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C. Davison
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3. **Media Agency Selection (45 min) – motion required**

*The Committee will review the Marketing Committee’s recommendation for VSC’s media agency and make a selection.*

**ADJOURN.**

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the Executive Committee to discuss or take action on issues not on the agenda, except that members of the Committee may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Committee to follow-up on such items and/or place them on the next Committee agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Executive Committee.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Brendan Pringle at (805) 541-8000 at least 48 hours prior to the meeting.

LIFE'S TOO BEAUTIFUL TO RUSH



## Proposal for Visit SLO CAL

Prepared by  
Donovan Moore  
Account Director





## 9.1 MINIMUM REQUIREMENTS




# Intent to Bid




# Notice of Intent to Bid – sent Tuesday July 18



 Donovan Moore |  Brooke Burnham | 1 | Tue 3:11 PM


**Goodway Group - Intent to Bid**


 Goodway Group - Inte...  
645 KB

Hi Brooke,

Thank you for the opportunity to participate in this RFP.

Best,  
Donovan

 **Donovan Moore**  
Director, Goodway  
**Goodway Group**  
[dmoore@goodwaygroup.com](mailto:dmoore@goodwaygroup.com) | 562-715-2387





# Annual Billings

# Annual Billings – way north of \$1.5M!



As a private company, Goodway Group does not typically release financial statements to prospective clients. The prospective reviewer(s) may contact Mark Meade, VP of Finance at the following:

Work: 267-620-3110

Mobile:: 215-416-0827

[mmeade@goodwaygroup.com](mailto:mmeade@goodwaygroup.com)



# Experience



# Goodway By The Numbers



As a Right Media beta partner in 2006, no one has more RTB experience

**2006**



We're actively trading more than 1,100 campaigns each month

**1,100**



**90+**

Our media buying team is over 90 strong, the largest of its kind in the world!



**210**

We've run campaigns in all 210 DMAs and thousands of ZIPs – we know local scale





# Goodway Group History and Experience



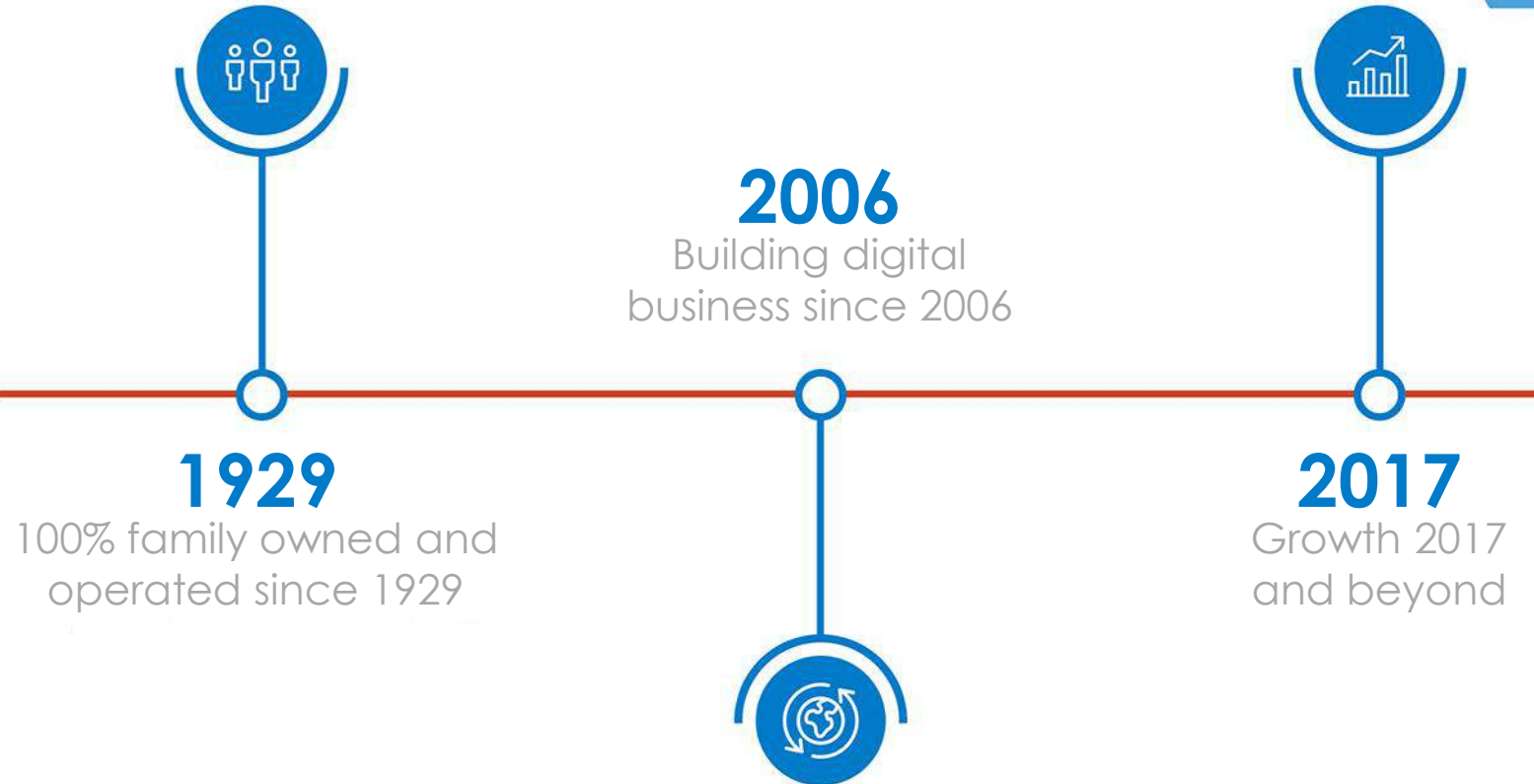
Goodway Group is a leading managed-services programmatic partner to local, regional, and Fortune 500 brand agencies and clients.

Bootstrapped and 100% privately owned since 1929, Goodway moved into the programmatic digital media space in 2006 to continue its rich history of tackling complex local and regional campaign executions with data science-driven targeting and support services to make achieving success easy for agency clients.

Our proprietary algorithms pair with a technology-agnostic approach to enable agencies and marketers to achieve their ultimate goal - better results while remaining lean and nimble. We have over 400 employees and we work in a virtual environment.

Starting with the elephant in the room - why haven't you heard of us? To understand why you haven't heard of us, you need to understand our history. We were founded in 1929 as a print marketing company, and operated that way until 2006 when we began our transition to digital. By 2008, we were 100% digital and still are today. Unlike other firms in the space, we are 100% family-owned and therefore have not sought to sell or acquire funding...we've been working to get to where we are now by building a solid product and client base.

## How does a profitable 400+ person company go unnoticed?





And over time, we've built a real growing business around this cloning mindset. We have a 10:1 service to sales ratio, which is unheard of in the industry. For others in the space focused on top-line revenue growth, that ratio is flipped. We have a team of over 70 media traders alone. And because of this focus on building out our service and support capabilities, we have a 96% YOY client retention rate.

We've created quite the attachment complex.

10:1

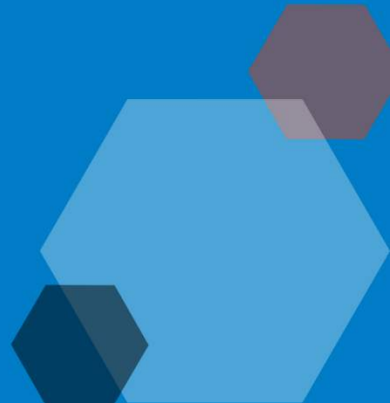
Service-to-sales ratio  
(sounds crazy, we know)

70+

Largest independent  
trading team on the planet

96%

YOY Client  
Retention







# Dedicated to supporting your business

400+  
Employees  
Across US

glassdoor®  
2017 **BEST  
PLACES  
to WORK**  
Employees' Choice

92%+  
Employee  
Retention

# Awards & Recognition



National  
Recognition



2015 Internet Advertising  
Competition Award for  
Outstanding Achievement  
in Internet Advertising



Grand Prix Winner!  
& Most Effective  
Programmatic Media  
Partnership



Best Digital Brand  
Marketing  
Campaign



# Goodway Tourism & Travel Fast Facts



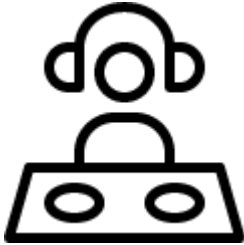
## TYPES:

64

Travel and Tourism Clients

50 states

Active States/Regions: National, Regional, Local Targeting



Festivals + Events



Hotels



Tourism



Transportation

\*Data based on 1/1/16-7/19/17



# References

# Client References



## **Visit West Hollywood**

- Jeff Morris, CMO ([morris@visitwesthollywood.com](mailto:morris@visitwesthollywood.com))
- Erin Pedraja, Director of Digital Marketing ([Pedraja@visitwesthollywood.com](mailto:Pedraja@visitwesthollywood.com))
- Engagement: 2.5 years

## **Appleyard Agency (Visit Pensacola)**

- Liz Pelt, Sr. Account Manager and Digital Media Manager ([liz@appleyardagency.com](mailto:liz@appleyardagency.com))
- Engagement: 3 years

## **CTAM (CableMover)**

- Mohib Ahmad, Director Digital Marketing and Operations ([mohib@ctam.com](mailto:mohib@ctam.com))
- Engagement: 7 years



# Financial Statements

# Financial Information



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[mmeade@goodwaygroup.com](mailto:mmeade@goodwaygroup.com)





## 9.2 DESCRIPTION OF PROPOSER



# Conflicts of Interest

Goodway Group has vast tourism/travel experience and clients. We do not have any conflicts of interest among the clients we work with that would conflict with Visit SLO CAL.

# Goodway Tourism & Travel Clients in the Last 18 Months



Alaska Railroad  
Byblos Miami  
Cape May- Lewes Ferry  
Catch Des Moines (CVB)  
Charleston Visitors Bureau  
Chickasaw Country  
City of Edmonds  
Conejo Valley Tourism  
Cooper Inn  
Cooperstown Getaway  
Crystal Springs Resort  
Detroit CVB  
Discover Torrance  
Dominica  
Friends of Waterfront  
GoGoleta  
Grand Hotel  
Greater Des Moines Partnership  
Greektown Casino-Hotel  
Hotel Crescent Court  
HVS Capital Corp  
Inspirato

Iron Range Tourism Bureau  
Jupiter Beach Resort  
Kansas Department of Wildlife Parks & Tourism  
Karisma Hotels  
Kentucky Tourism  
Kingston Resorts  
Louisville Convention & Visitors Bureau  
Major Marine Tours  
Marriot Hawai'i  
Mille Lacs Area Tourism Council  
North Platte/Lincoln County Convention and Visitors  
Bureau  
Ocean City Tourism  
Oklahoma Convention and Visitors Bureau  
Oklahoma State Department of Tourism  
O'Rourke Hospitality Marketing  
Otesaga Resort Hotel  
Otter Tail Lakes Country Tourism Association  
Pioneer Square  
Points International  
Portifino Island Resort  
Rhode Island Tourism

Sandy Springs Hospitality & Tourism  
Saratoga Tourism  
Sevierville Convention & Visitors Bureau  
South Carolina Parks  
South Haven Convention & Visitors Bureau  
Springs Preserve  
Talking Stick Resort  
Toledo Zoo  
Travel & Transport  
Travel Portland  
Vacations To Go  
Visit Denver  
Visit Mississippi  
Visit Norfolk  
Visit Pensacola  
Visit Tallahassee  
Visit Vancouver USA  
Visit West Hollywood  
Visit Williamsburg  
Wind Creek Hospitality  
WS Development



# Personnel/Management:

Primary Account Members



# Personnel/Management for Visit SLO CAL



## **Primary Account Team Members:**

- Donovan Moore, Account Director
- Tyler Williams, Account Manager
- Erin Holly, Principal Campaign Operations Manager
- Bryan Shaw, SEM Lead
- Lindsay Downing, Digital Strategy Director
- Kelsey Martin, Media Trader
- Jennifer Propst, Media Strategist

## **Secondary Account Team Members:**

- Shireen Saifee, Sr. Ad Operations Manager
- Layne Cassidy, Client Campaign Coordinator



# Donovan Moore – Account Director



**Account Director:** the primary contact with the client. Donovan is driving the relationship, accountability and strategy for the Goodway team servicing the business.

**Experience:** Donovan has over 15 years of advertising experience, working with some of the largest brands on the planet including Red Bull, Dr Pepper, Toyota, Honda, Nestle, Clorox, Disney Resorts and more. His background includes sales and management positions at Yahoo!, Microsoft, and most recently Twitter.

**Tourism Specific Experience:** Donovan has worked with Disney Resorts and currently Visit West Hollywood (over a year).

**Goodway Group Experience:** Donovan has been with The Goodway Group for a year and three months. He is certified in The Trade Desk Trading Academy. Graduated Cum Laude from Long Beach State University with a degree in Marketing.

**Education:** Graduated Cum Laude, California Long Beach State University.

# Tyler Williams – Account Manager



**Account Manager:** working alongside the Account Director, the Account Manager is also a primary day to day contact. Intimately involved in the campaign, Tyler leads the internal team on execution, deadlines, reporting and insights.

**Tourism Specific Experience:** Tyler has worked on tourism accounts such as Visit West Hollywood, Visit Spokane and Travel Portland.

**Goodway Group Experience:** Tyler has been with Goodway for 2.5 years and held multiple positions within Goodway's Sales department and has helped many brands and agencies strategize and execute their digital plans. Tyler has programmatic certification from The Trade Desk and DoubleClick Bid Manager, and has worked in various verticals, including tourism.

**Education:** Loyola Marymount, 2015

# Erin Holly – Principle Campaign Operations Manager



**Campaign Operations Manager:** This position (COM) is responsible for the effective implementation of the client's campaigns. These items include: pixel strategy and placement, creative specs adherence, reporting set up and technical troubleshooting.

**Experience:** National TV Buyer for American Express at Mindshare 2006-2008. In 2009, she decided to make the jump to digital advertising as an Account Manager for Break.com and spent the last 8 years learning the video and programmatic sides of the business at YuMe, Chango, and Rubicon Project.

**Tourism Specific Experience:** SeaWorld, DestinationWeddings, HipMunk, CheapOAir, and Visit Palm Beach.

**Goodway Experience:** Erin joined Goodway Group in January 2017 as a Principal Campaign Operations Manager and enjoys being the point person for campaign set up (creatives, tags, click thru URLs, etc.) and reporting.

**Education:** The State University of New York at New Paltz, 2005

# Kelsey Martin – Media Trader



**Media Trader:** responsible for the successful operation of multi-channel campaigns within the platform(s) it is run in. Daily, they are responsible for optimizations, hitting performance benchmarks based on the client's goals and on pace delivery.

**Experience:** Digital Marketing Manager, Steamboat Pilot and Today for three years. Responsible for the Steamboat Today digital marketing and advertising team. Working with businesses on digital agency services including Web Development, Social Media Management, Blog Creation/Management, Online Directory Listing Claims, SEO and SEM and more.

**Goodway Group Experience:** three years in the media department as a Media Trader.

**Education:** The University of Georgia, 2009

# Lindsay Downing – Digital Strategy Director



**Digital Strategy Director** is the key digital expert and advisor. Lindsay provides audience/market research, industry trends, thought leadership and product knowledge expertise to advise clients on their campaigns.

**Experience:** Prior to joining Goodway, Lindsay was Digital Media Director at a Reno-Tahoe based media-buying agency, CCMedia, for three years. She directed all digital media strategy, buying, planning, implementation and reporting for over 36 digital clients, which focused mostly on tourism, medical, automotive, finance, real estate and destination marketing. She became an extension of each client's marketing team and a 24/7 resource for consulting, advertising strategy and defining goals and KPIs for marketing objectives and initiatives. For each client, she strategically planned their monthly to fiscal year digital media plans around their target audience, market, budget, revenue goals, KPIs and marketing objectives, and tracked this through to conversion and success.



# Lindsay Downing – Digital Strategy Director



**Tourism Industry Experience:** Lindsay has a wealth of experience in the tourism industry. Most recently, Lindsay has directed the strategy, audience sights, market research, and digital recommendations for the following Goodway clients: Visit West Hollywood, Skagit Casino, and Go Goleta, and she has assisted research and strategy for Hotels.com, Alaska Railroad, and Mauna Kea Hotels. In her previous role, she was the Digital Media Director for multiple tourism clients in California and Nevada, including: Visit Mendocino County, Atlantis Casino Resort and Spa, W Hollywood Hotel and Residences, Ski Lake Tahoe, Mt. Rose Ski Tahoe, Boreal Mountain Resort, Sierra-at-Tahoe, Soda Springs Resort, Elko Regional Airport, Virginia City, City of Sparks, Reno-Tahoe Territory, among others. Lindsay worked in the tourism industry directly at Vail Resorts, for Northstar California Resort, based out of Lake Tahoe, CA, directing social media and online marketing campaigns. Lindsay currently lives and works out of Lake Tahoe, CA, where the town and mindset revolves around a healthy tourism-driven economy. Lindsay is very familiar with San Luis Obispo and has spent significant time there over the years, during her time as an undergrad at UC Santa Barbara, and later on as an avid traveler.

**Goodway Experience:** Lindsay has been with Goodway for a year. Initially as a Digital Research/Strategy Specialist at Goodway Group, her responsibilities included running competitive analysis, digital landscape and profiling through research, insights and analysis, to create the best in class digital advertising strategies for current and prospective clients. Promoted to a Digital Strategy Director three months ago.

## **Education:**

Master of Arts, New York University, Bachelor of Arts, UC Santa Barbara

# Jennifer Propst - Media Strategist



**Media Strategist:** The Media Strategist's primary role is the development of multi-channel digital proposal ideas and inventory solutions that best meet client expectations and translate to campaigns that have the potential to exceed company performance benchmarks when implemented, including campaign performance and profitability.

**Experience:** Jeni has been in the Digital Advertising space since 2005, working at aQuantive and Microsoft before joining Goodway in 2014. While I have explored the Financial and Client Services sides in the industry, she excels most and has found her home within Media. Being in Media allows Jeni to stretch both her creative and strategic limbs when crafting a client plan that dives deep into audience psychology, vertical trends, and setting the client up for optimal campaign success.

**Tourism Specific Experience:** Visit Seattle, City of Edmonds, Silverwood Theme Park, Visit Spokane, Inspirato, Squaw Valley Resort, Visit California, Nevada Commission on Tourism, Conejo Valley, City of Westport, Park City Travel, Visit Phoenix Summer Scapes.

**Goodway Experience:** Since joining Goodway in the Spring of 2014, Jeni has had the opportunity to view client campaigns from multiple aspects. Starting as an Account Coordinator with the Client Services Team, and quickly working my way up to an Account Manager, prepped her with the right skillset to take on the new challenges with Media Strategy.

# Bryan Shaw – SEM Lead



**SEM Team Lead** will research, plan, build and manage campaigns for client's paid search campaigns. The SEM Team Lead will advise on SEM planning and execution that aligns with the advertiser's overall objectives. His primary function will be to demonstrate leadership in ensuring that all campaigns exceed established performance and service benchmarks by expertly managing the entire campaign life cycle.

**Tourism Experience:** Bryan has managed SEM for tourism accounts including Visit Maryland, Cape May Ferry, Cooperstown Getaway, South Carolina Parks, and Visit North Carolina Smokies.

**Experience:** Worked in the advertising space for 15+ years in such roles as SEM Manager, Account Director, Media Planner, and Production Coordinator.

- Certifications – Google AdWords, MSN Ad Center, Google Analytics, DoubleClick Search, Marin Software.

**Goodway Experience:** With Goodway for 5 years as SEM Manager & Team Lead. Experienced working in Paid Search for over 10 years.

**Education:** University of Miami



# Personnel/Management:

Secondary Team Members

# Shireen Saifee – Senior Ad Operations Manager



**Ad Operations Manager** – Ensures that all of the back-end ad executions are set up properly. They support the COM with complex pixel strategies, creative spec adherence, reporting discrepancies and overall troubleshooting help when needed.

**Experience:** Prior to joining Goodway, Shireen was a consultant with Hitachi consulting for two years and worked on the following accounts: Raytheon, Ameron, Toyota and Arbonne.

**Goodway Experience:** Joined Goodway over seven years ago with the Ad Operations team.

**Tourism Experience:** Shireen has worked on an array of campaigns including Noah's Ark Waterpark, Absinthe Las Vegas, Conejo Valley Tourism, Travel Portland, and Visit Pensacola to name some.

**Education:** USC, BS Computer Science, 2006



# Layne Cassidy – Assistant Campaign Operations Manager



**Assistant Client Campaign Manger:** Assists the Campaign Operations Manager in execution of campaign setup, campaign monitoring and completion. Owns creative set up from start to finish, which includes checking specs and loading assets into publishers. Produces screenshots to confirm campaigns are live, delegating to admins as necessary. Participates in campaign monitoring to verify all areas of campaigns are live and delivering as planned with no issues.

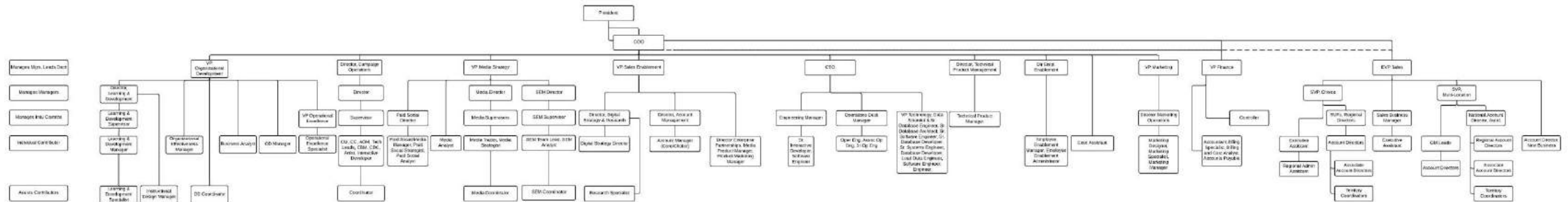
**Goodway Experience:** 1 year, 3 months.

**Tourism Experience:** Goodway clients: Seattle Aquarium, Oregon Coast Aquarium, Visit City of Edmonds, Edmonds Holiday Getaways, Visit Vancouver, LA Zoo, Visit West Hollywood, Travel Portland, Washington Forest Protection Agency.

## **Education:**

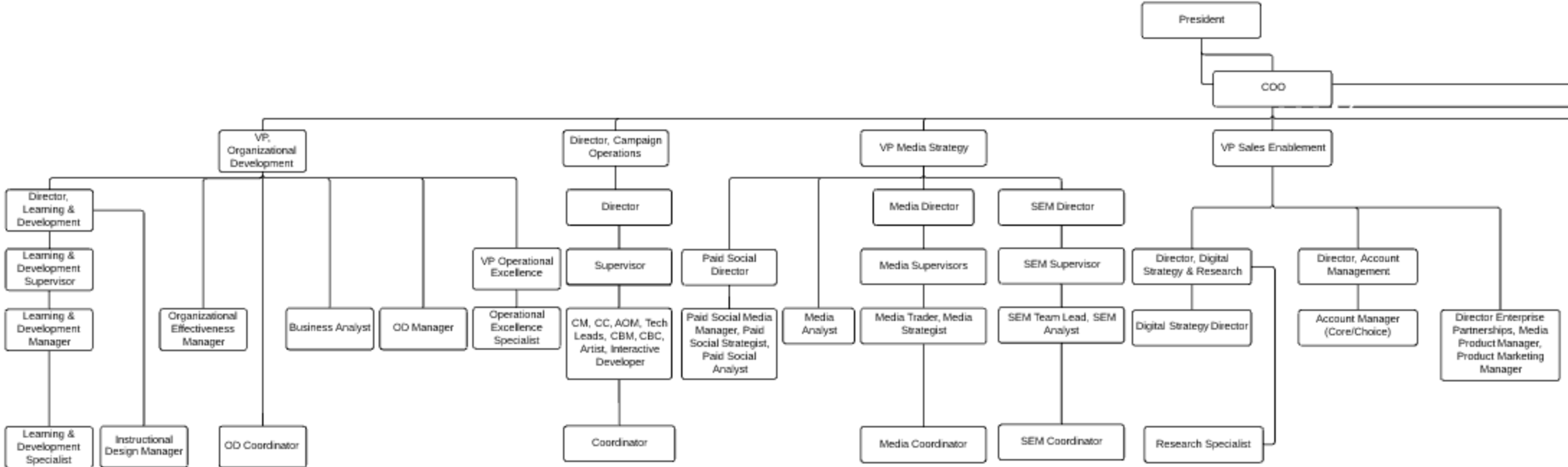
- MBA in Digital Media Management, St. Edward's University, Austin, TX
- Bachelors in Communication & Minor in Business Administration from Texas A&M University, College Station, TX

# Goodway Organizational Chart

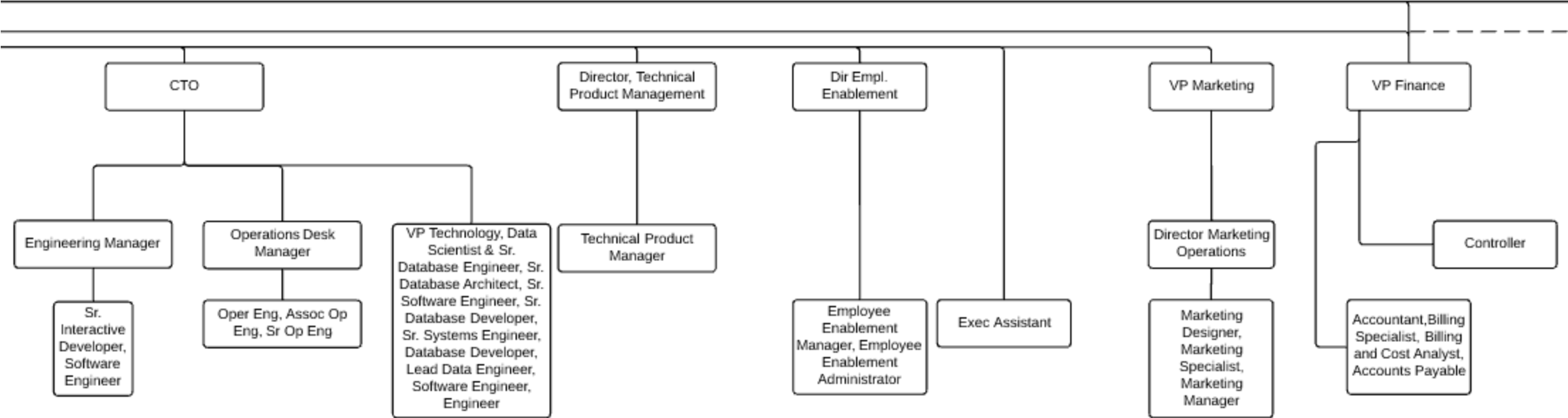


With regards to availability and accessibility to our resources and staff, everyone is available to you from your dedicated team throughout our entire organization.

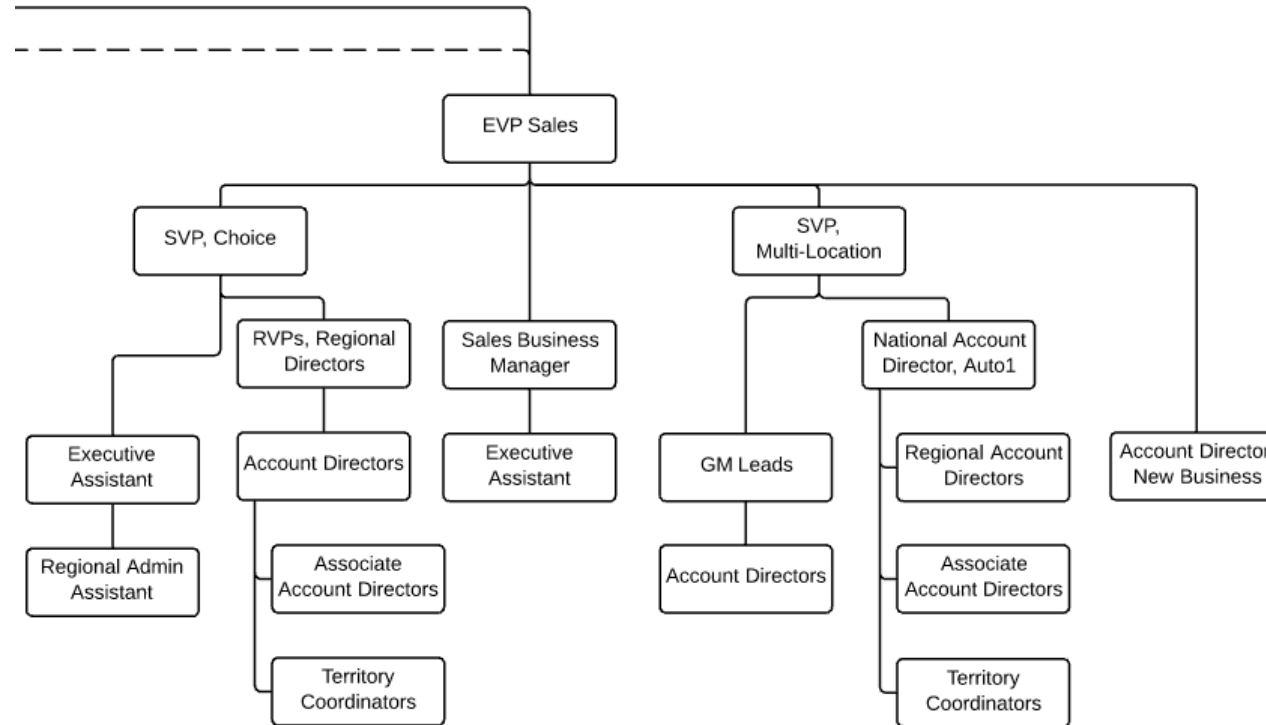
# Org Development, Campaign Ops, Media and Sales Enablement



# Engineering, Product Management, Marketing, Finance



# Sales Organization







## 9.3 SCOPE OF WORK



# Strategic Planning

To us, Strategic Planning means starting with your goals and particular business and/or marketing need. Next, we expertly leverage our own experience, third party research, and internal team (specifically the Digital Strategy Director and Media Strategist) to develop a comprehensive data-driven strategy which will then inform the specific tactics to be used; ultimately delivering results and insights that should be leveraged on a continuous basis.

# What's the secret to media-buying success?

Premium, private inventory

Cross-device coverage

A magic algorithm

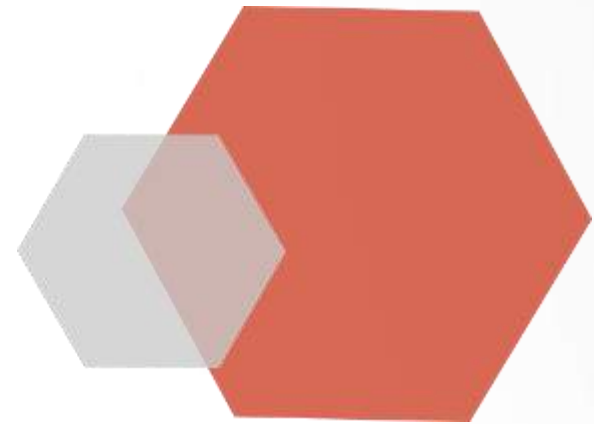
Access to the best DSPs





# The real answer:

✓ Deliver exactly  
what each unique  
client wants

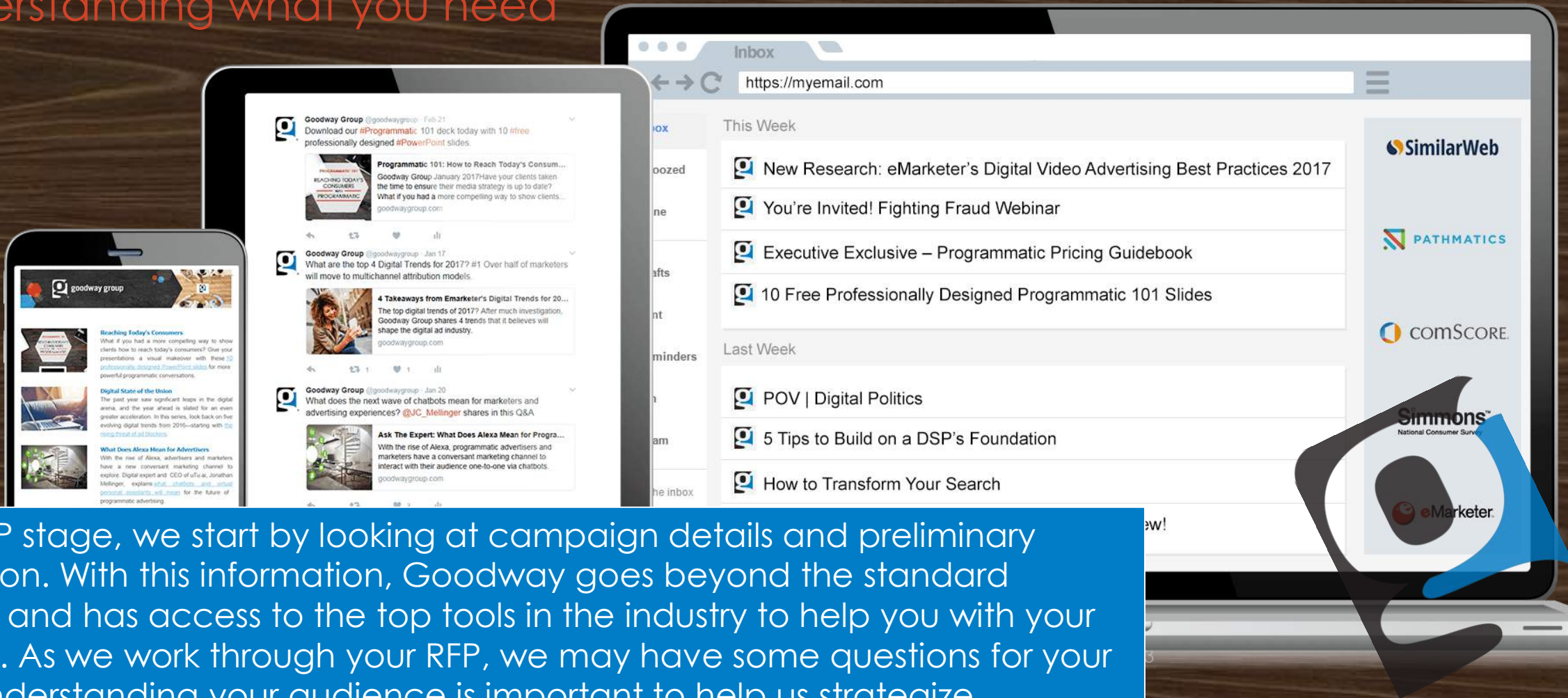






# Research

Understanding what you need



In the RFP stage, we start by looking at campaign details and preliminary information. With this information, Goodway goes beyond the standard research and has access to the top tools in the industry to help you with your planning. As we work through your RFP, we may have some questions for your team. Understanding your audience is important to help us strategize.

RFP

Strategize

Recommend

Approval

Launch

Optimize

Report

# Strategy Pieces

Bids

Demo

Measurement

Platform

Sites

Data

Behavioral

Retargeting

Viewability

Once we have all the information we need from you our client and our research, our team analyzes the data to make a decision on the proposal elements. Our team of strategists will look into all available tactics and price points to create the most robust plan to meet your clients KPIs. Strong KPI translates to a strong ROI. Once we have the plan ironed out, it's time for our account manager to present the plan to you!

# Research Resources

Goodway has invested over \$1M in these leading research tools that are leveraged specifically for our client's custom needs.



Leading Research Resources



In Depth Audience Insights



Audience Tools

Competitive Media Intelligence



Advanced Site Analytics







# Media Campaign Development

Consumer media consumption has changed the ways in which a brand can reach the consumer. Our Media approach starts with identifying the key audience(s) and reaching them wherever they are – mobile, social, tablet, display, advanced TV, search, etc.

We combine the insights and tools to develop the strategy and inform the campaign development.

**Please see the next section for our approach, research and media recommendation for VSC's 2017-18 campaign.**





# Goodway Group's 2017-18 Media Recommendation





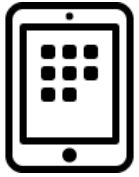
# Targeting that Works!



Audience targeting with a strong mobile emphasis finds prospects and brand loyalists along the travel planning journey



Use targeted online video to drive awareness



Cross-device user targeting reaches users wherever they are online



Target in-market travelers or those planning a vacation with first or third party data





# Digital: A Piece of the Media Mix



AWARENESS

ACQUISITION



Television, Radio,  
Out-of-Home, Social



Native, Digital  
Audio, Video



Email, Display



SEM



# What Works-Tactics

## Awareness Goal

PMPs – quality inventory

Video

In-Stream Native

Social

## eCPA Goal

XD Re-Targeting (if we're allowed to add pixels to the site)

XD Behavioral Targeting

Content Contextual

Mobile

## eCPL Goal

XD Re-Targeting

XD Behavioral Targeting

Prospecting

Conquesting

Content Contextual

## CTR Goal

Mobile

Content Contextual

Site Targeting

LIFE'S TOO BEAUTIFUL TO RUSH



## Goodway Travel & Tourism Case Studies





# Driving Pensacola Tourism Through Digital Innovation

## CHALLENGE

Appleyard Agency needed a digital media partner to help service the demands of a complex, multi-market, multi-audience campaign requiring constant changes at a rapid pace.

## STRATEGY

Goodway divided the campaign into two year-round promotional efforts — the first focusing on general travel and the other focusing on festivals and events. We ran audience-based site targeting, and behavioral targeting, using third-party data as well as first-party data. We also ran pre-roll video units, native in-stream ads, Facebook Newsfeed, and Instagram ads.

## SUCCESS

An independent tourism study for the Pensacola region found that **visitor spending was up 26%** between 2014/15 and the **average length of stay was up 8%**. As a result of our work together, we were honored by The Drum Digital trading awards USA as **the most effective programmatic media partnership** in 2016, plus we also took home **the Grand Prix award** that night, The Drum's top honor.



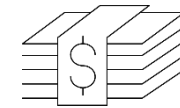
Grand Prix and Most Effective Programmatic Media Partnership Award Winner 2016



Goodway Group and Appleyard Agency, partners since 2013 on Visit Pensacola.



## 2014-2015 YOY Annual Study



**+26%**

ANNUAL VISITOR SPENDING



**+8%**

AVERAGE LENGTH OF STAY





# Engaging Saratoga Tourists With Native Ads



## CHALLENGE

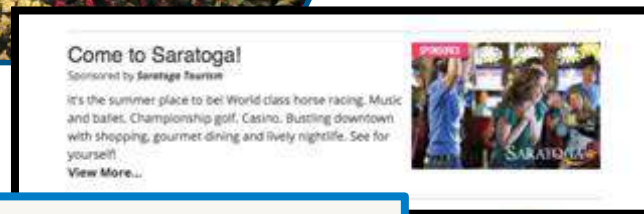
- Find summertime vacation seekers online for Saratoga Tourism and encourage them to choose Saratoga Springs.
- Add an additional element to ongoing banner, mobile and video digital marketing programs to kickoff their summertime campaign.

## STRATEGY

- Goodway recommended adding programmatic in-stream native placements to drive high user engagement.
- We turned a single set of creative assets into hundreds of vibrant ads with compelling headlines.
- We delivered the customized feel of native advertising with the efficiency and scale of programmatic technology.

## SUCCESS

- The in-stream native ads were the **top performer** for the campaign both in terms of clicks and pixelated site activities.
- The CTR of 0.55% was **six times greater** than the campaign average CTR of 0.09%.
- The effective cost per action (eCPA) of \$0.95 was **five and a half times lower** than the average campaign eCPA of \$5.27.



# Brand Study Proves Video Campaign's Value for Tourism Client

## CHALLENGE

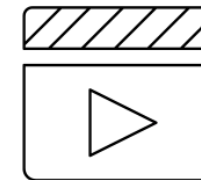
A tourism client wanted to raise awareness and encourage travelers to book trips. We developed a holistic media strategy and also executed a brand study to gauge the effectiveness of the client's video creatives.

## STRATEGY

- Video: We applied behavioral targeting data across a curated list of travel, food and culture sites to combine precise audience targeting with contextually relevant content.
- Display: We implemented various display tactics such as content-based site targeting, behavioral targeting, search retargeting, domain retargeting, and Facebook.
- Search: We developed a paid search campaign to reach lower-funnel users as they searched for terms like travel deals or places to vacation.

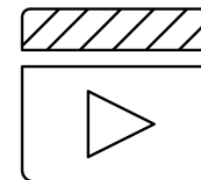
## SUCCESS

- The brand test revealed consumers exposed to one version of the video creative resulted in a **46% increase in visitation** to the tourism site. Users exposed to the second creative version were **nearly 2x more likely to visit the brand site** versus the control group.



VIDEO 1

**46%**  
increase in  
site visits



VIDEO 2

**2x**  
more visits  
vs control



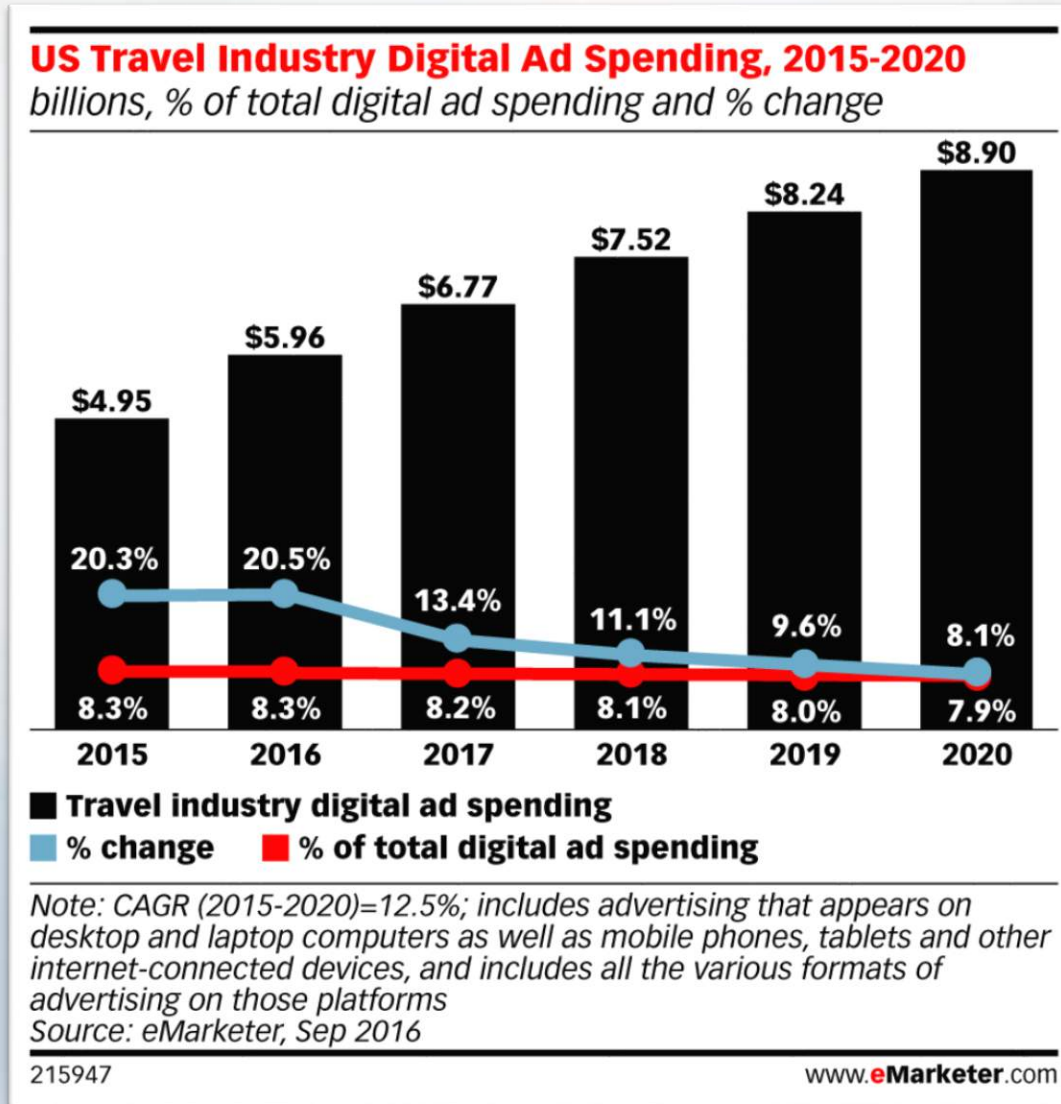




## Travel & Tourism Industry Research



# US Travel Industry digital ad spending to surpass \$6.7 billion in 2017



eMarketer forecasts travel sector digital ad investment rising 8.2% to \$6.77 billion. Spending increases will continue at a similar clip through 2020.

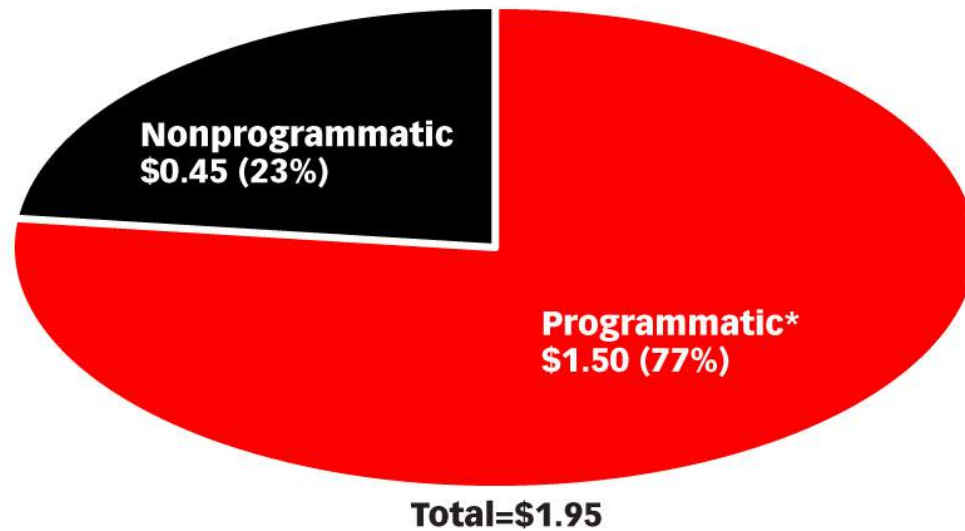


# 77% of Travel Display Ad Spending is Programmatic, 2016



## US Travel Industry Digital Display Ad Spending, by Transaction Method, 2016

billions and % of total



Note: includes advertising that appears on desktop/laptop computers as well as mobile phones, tablets and other internet-connected devices; includes banners, rich media, sponsorship, video and other; \*digital display ads transacted via an API, including everything from publisher-erected APIs to more standardized RTB technology

Source: eMarketer, April 2016

207123

www.eMarketer.com

Source: eMarketer 2016

## US Digital Display Ad Spending, by Industry and Transaction Method, 2016

billions and % of total industry ad spending

	1	2	3	4	5
1 Programmatic*	4 % of industry ad spending				
2 % of industry ad spending	5 Total				
3 Nonprogrammatic					
Retail	\$5.23	81.0%	\$1.23	19.0%	\$6.46
CPG & consumer products	\$3.04	75.0%	\$1.01	25.0%	\$4.06
Automotive	\$2.39	61.0%	\$1.53	39.0%	\$3.92
Telecom	\$2.35	63.7%	\$1.34	36.3%	\$3.70
Financial services	\$2.54	69.0%	\$1.14	31.0%	\$3.68
Computing products & consumer electronics	\$1.56	64.0%	\$0.88	36.0%	\$2.44
Entertainment	\$1.20	52.0%	\$1.11	48.0%	\$2.31
Media	\$0.98	49.0%	\$1.02	51.0%	\$2.00
<b>Travel</b>	<b>\$1.50</b>	<b>77.0%</b>	<b>\$0.45</b>	<b>23.0%</b>	<b>\$1.95</b>
Healthcare & pharma	\$0.37	40.0%	\$0.55	60.0%	\$0.92
Other	\$0.94	59.8%	\$0.63	40.2%	\$1.57
<b>Total</b>	<b>\$22.10</b>	<b>67.0%</b>	<b>\$10.89</b>	<b>33.0%</b>	<b>\$32.99</b>

Note: includes advertising that appears on desktop/laptop computers as well as mobile phones, tablets and other internet-connected devices; includes banners, rich media, sponsorship, video and other; numbers may not add up to total due to rounding; \*digital display ads transacted via an API, including everything from publisher-erected APIs to more standardized RTB technology

Source: eMarketer, April 2016

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www.eMarketer.com





# The travel industry continues to increase Digital Ad Spending into 2020



## US Digital Ad Spending, by Industry, 2015-2020

billions and CAGR

	2015	2016	2017	2018	2019	2020	CAGR (2015-2020)
Retail	\$13.18	\$15.81	\$18.15	\$20.41	\$22.65	\$24.78	13.5%
Automotive	\$7.45	\$9.13	\$10.64	\$12.15	\$13.69	\$15.21	15.3%
Financial services	\$7.33	\$8.77	\$10.09	\$11.23	\$12.35	\$13.39	12.8%
Telecom	\$6.62	\$7.90	\$8.99	\$10.02	\$11.02	\$11.95	12.5%
CPG & consumer products	\$5.07	\$6.25	\$7.26	\$8.26	\$9.27	\$10.26	15.1%
<b>Travel</b>	<b>\$4.95</b>	<b>\$5.96</b>	<b>\$6.77</b>	<b>\$7.52</b>	<b>\$8.24</b>	<b>\$8.90</b>	<b>12.5%</b>
Computing products & consumer electronics	\$4.53	\$5.46	\$6.27	\$7.05	\$7.82	\$8.57	13.6%
Media	\$3.46	\$4.24	\$4.79	\$5.38	\$5.97	\$6.54	13.6%
Entertainment	\$2.86	\$3.45	\$4.04	\$4.64	\$5.25	\$5.86	15.4%
Healthcare & pharma	\$1.67	\$2.02	\$2.32	\$2.66	\$3.00	\$3.34	14.8%
Other	\$2.69	\$3.10	\$3.54	\$3.87	\$4.14	\$4.40	10.3%
<b>Total</b>	<b>\$59.82</b>	<b>\$72.09</b>	<b>\$82.86</b>	<b>\$93.18</b>	<b>\$103.39</b>	<b>\$113.18</b>	<b>13.6%</b>

Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; numbers may not add up to total due to rounding  
Source: eMarketer, Sep 2016

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www.eMarketer.com

These figures for US travel sector ad spending are up from eMarketer's previous forecast, in March 2016, which projected industry spending would total \$5.69 billion for the year.

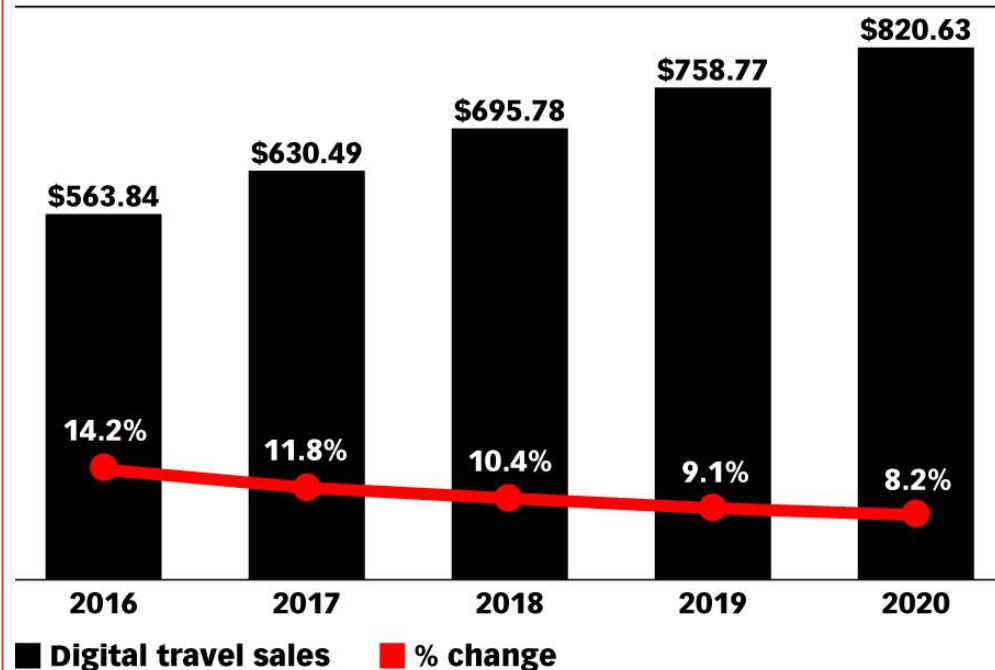
Likely **increases in ad spending on video and on social media, with a focus on mobile**, were factors in revising the expected digital ad investment by US marketers across industries.

# Digital travel sales are increasing, with growth across all categories



## Digital Travel Sales Worldwide, 2016-2020

billions and % change



Note: includes leisure and unmanaged business travel sales booked via any device

Source: eMarketer, Dec 2016

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www.eMarketer.com

## US Digital Travel Industry Sales, by Category, 2014-2020

billions and % of total travel sales in each category

	2014	2015	2016	2017	2018	2019	2020
<b>Airline</b>	<b>\$74.97</b>	<b>\$76.92</b>	<b>\$80.30</b>	<b>\$85.30</b>	<b>\$89.39</b>	<b>\$93.26</b>	<b>\$97.27</b>
—% of total sales	54.3%	55.3%	56.1%	57.3%	58.3%	59.0%	59.8%
<b>Hotel and lodging</b>	<b>\$47.47</b>	<b>\$52.54</b>	<b>\$58.54</b>	<b>\$64.17</b>	<b>\$69.15</b>	<b>\$74.60</b>	<b>\$80.07</b>
—% of total sales	35.7%	36.4%	37.4%	38.1%	39.1%	40.4%	41.6%
<b>Vacation rental</b>	<b>\$9.84</b>	<b>\$12.34</b>	<b>\$15.96</b>	<b>\$20.82</b>	<b>\$26.59</b>	<b>\$32.58</b>	<b>\$37.99</b>
—% of total sales	32.6%	36.6%	41.1%	45.6%	50.1%	54.6%	59.1%
<b>Car rental</b>	<b>\$9.06</b>	<b>\$9.56</b>	<b>\$10.26</b>	<b>\$10.74</b>	<b>\$11.31</b>	<b>\$11.89</b>	<b>\$12.51</b>
—% of total sales	49.2%	50.8%	53.0%	53.5%	54.0%	54.5%	55.0%
<b>Cruise</b>	<b>\$3.09</b>	<b>\$2.74</b>	<b>\$2.96</b>	<b>\$3.32</b>	<b>\$3.61</b>	<b>\$3.92</b>	<b>\$4.26</b>
—% of total sales	20.0%	17.0%	17.0%	18.0%	18.7%	19.5%	20.2%
<b>Rail</b>	<b>\$1.22</b>	<b>\$1.27</b>	<b>\$1.34</b>	<b>\$1.41</b>	<b>\$1.48</b>	<b>\$1.55</b>	<b>\$1.62</b>
—% of total sales	56.6%	59.1%	59.9%	60.9%	61.6%	62.4%	63.1%
<b>Total digital travel</b>	<b>\$152.40</b>	<b>\$164.17</b>	<b>\$179.79</b>	<b>\$196.83</b>	<b>\$213.03</b>	<b>\$229.77</b>	<b>\$246.16</b>
<b>Total travel</b>	<b>\$355.50</b>	<b>\$374.43</b>	<b>\$399.62</b>	<b>\$426.45</b>	<b>\$449.04</b>	<b>\$470.65</b>	<b>\$490.06</b>

Source: UBS, "US Internet & Interactive Gaming - Turning to '17: Growth vs. Investments Ahead," Jan 17, 2017

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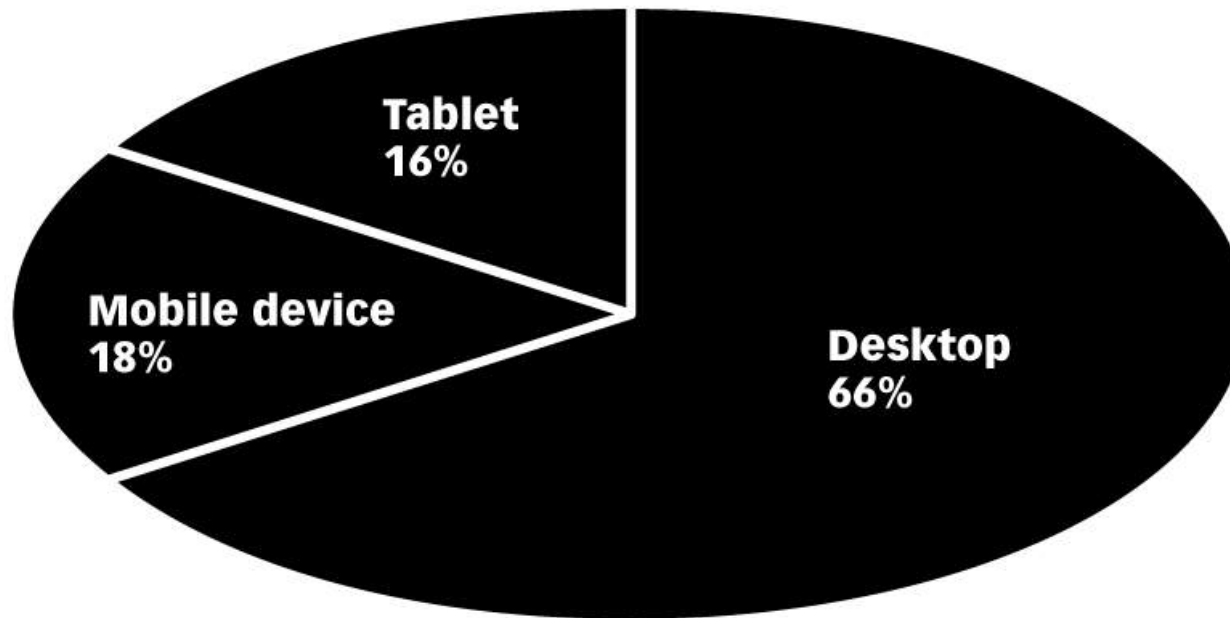
www.eMarketer.com

# Desktop continues to lead digital bookings



## US Travelers' Preferred Device for Digital Booking, Q4 2016

*% of respondents*



*Note: n=920 who have digitally booked a place to stay and traveled in the past 12 months*

*Source: TrustYou, "Consumer Research Uncovers Travelers' Online Search and Booking Behaviors," Jan 24, 2017*



Mobile utilized more heavily to reach before booking

## Devices/Channels Used by US Travelers to Research vs. Purchase Hotel Rooms and Airline Tickets Digitally, Sep 2016

% of respondents

	Researched airline options digitally	Researched hotel options digitally	Bought an airline ticket digitally	Booked a hotel digitally
Desktop/laptop	83.4%	80.7%	81.5%	79.5%
Smartphone	54.5%	57.0%	36.6%	46.5%
Tablet	27.5%	28.7%	20.6%	20.5%
Called travel agent	6.9%	6.0%	7.2%	7.8%
None of these	0.0%	0.2%	0.4%	0.3%

Note: ages 18+ who have conducted each activity

Source: Signal, "Signal Cross-Device Traveler Survey," Oct 12, 2016

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www.eMarketer.com

Recent announcements by airlines, hotel operators and online travel agencies (OTAs) show where brands expect to increase ad spending....



- Hotel chains are working to reclaim bookings from OTAs with a variety of tools, including stronger loyalty programs and discounts. If a hotel can offer travelers the right experience at the right price, the thinking goes, there is no need for them to comparison shop via a third-party website. To that end, Hilton Hotels created a series of mobile video ads that used 360-degree video to entice travelers to book immediately after viewing the video.
- After seeing lower sales of bookings via paid search ads, online travel booking site Priceline in August said it would increase spending on Facebook's targeted ads, despite some large advertisers saying broader-reach ads work better.
- New premium business services from airlines United and Delta have spurred competing campaigns. United debuted advertising for its Polaris premium cabin service in Q3 during the Rio Olympics, and planned to continue to spend up to the launch of the service on December 1, including a virtual reality ad to give potential customers an idea of the luxury experience on offer. Delta's new Delta One business class service, which was announced this August but won't appear in aircraft until fall 2017, will ramp up that airline's ad spending in 2017.
- Another trend taking hold is the mid-priced boutique hotel, which hotel chains are introducing as a way to woo millennial travelers before they develop an Airbnb habit. These hotels, which offer modern conveniences in smaller spaces, will be the focus of a campaign from Hilton for its new line of Tru hotels, which are set to open at the end of 2016. The new entry from Hilton will compete against similar mid-priced hotels from Marriott (AC Hotels) and (Hyatt Centric).



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## Booking & Flight Window Travel Trends

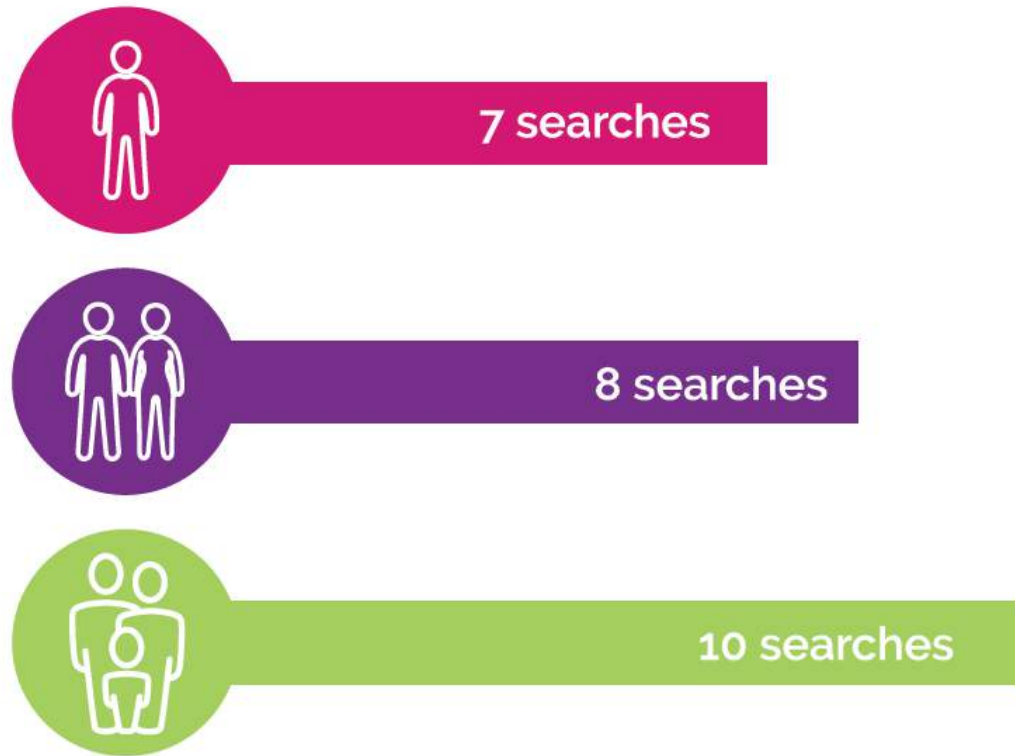


# General Search Trends: More Travelers = More Searches Prior to Booking



## Average searches prior to hotel bookings

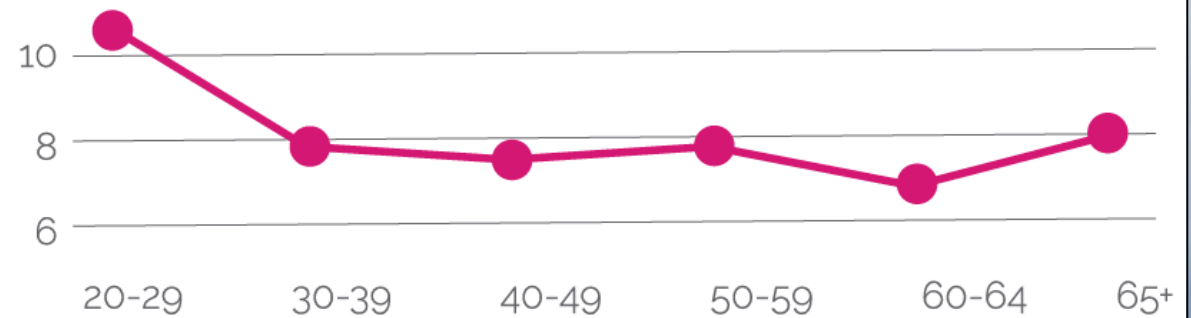
The number of travelers tends to correlate with the number of searches prior to booking



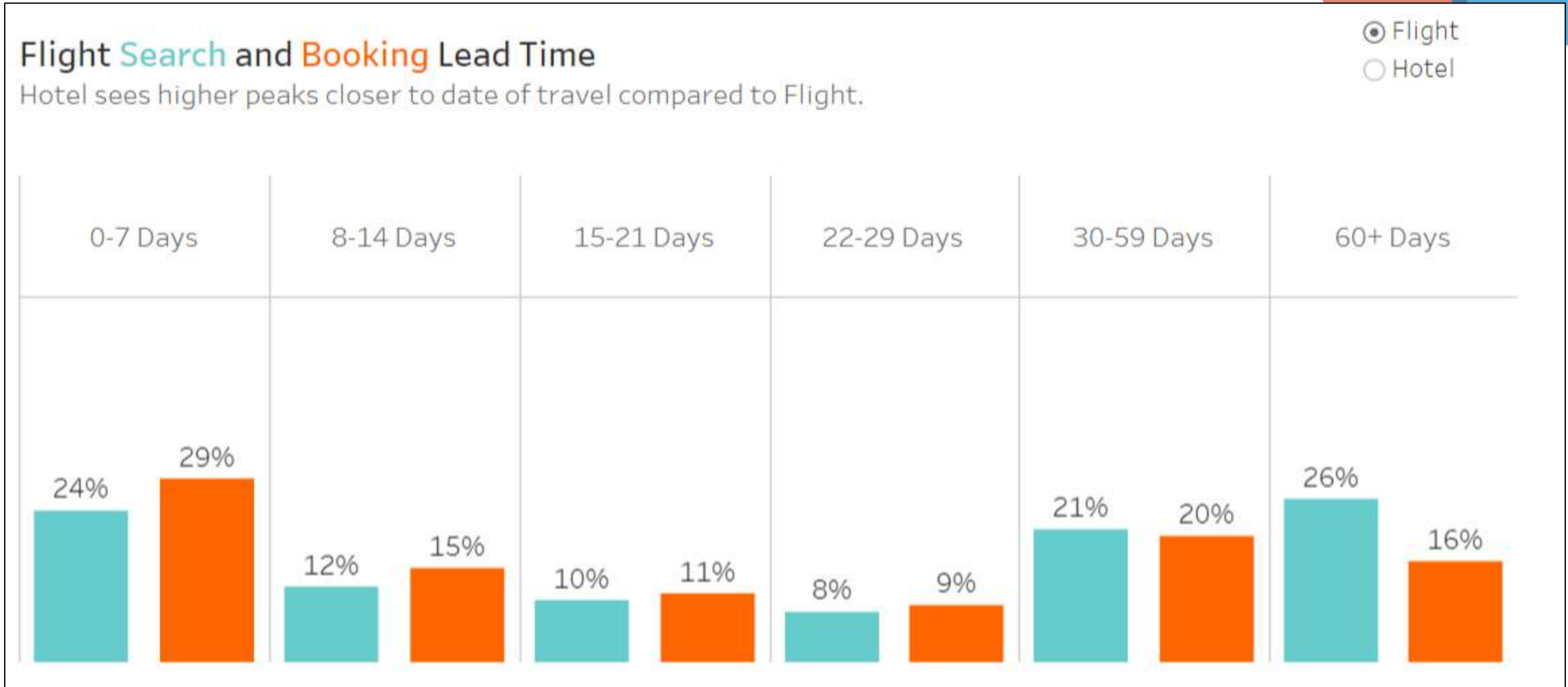
## Younger travelers, on average, search more prior to booking hotels.

Travelers 20-29 are more resourceful and price conscious, conducting 10 searches on average prior to booking a hotel. We also see a slight uptick for retirees over 65, conducting on average eight searches prior to booking a hotel.

### Average # of Searches Prior to Booking Hotel



# Domestic **Flight** Search & Booking Timing Trends





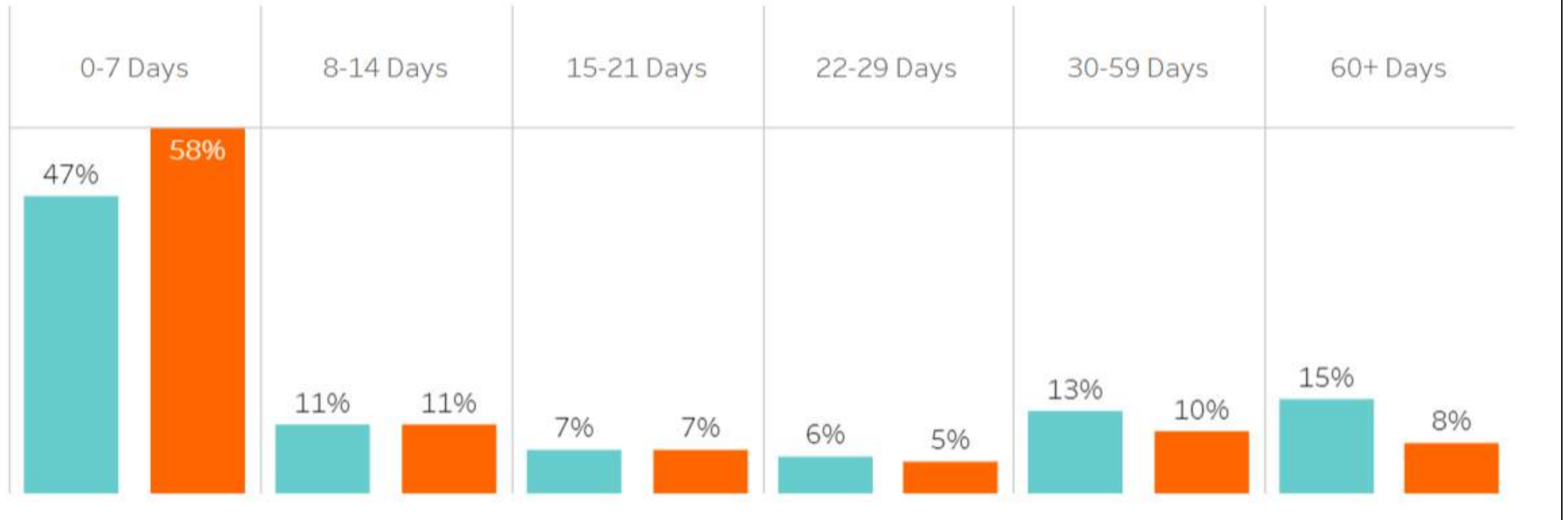
# Domestic **Hotel** Search & Booking Timing Trends



## Hotel Search and Booking Lead Time

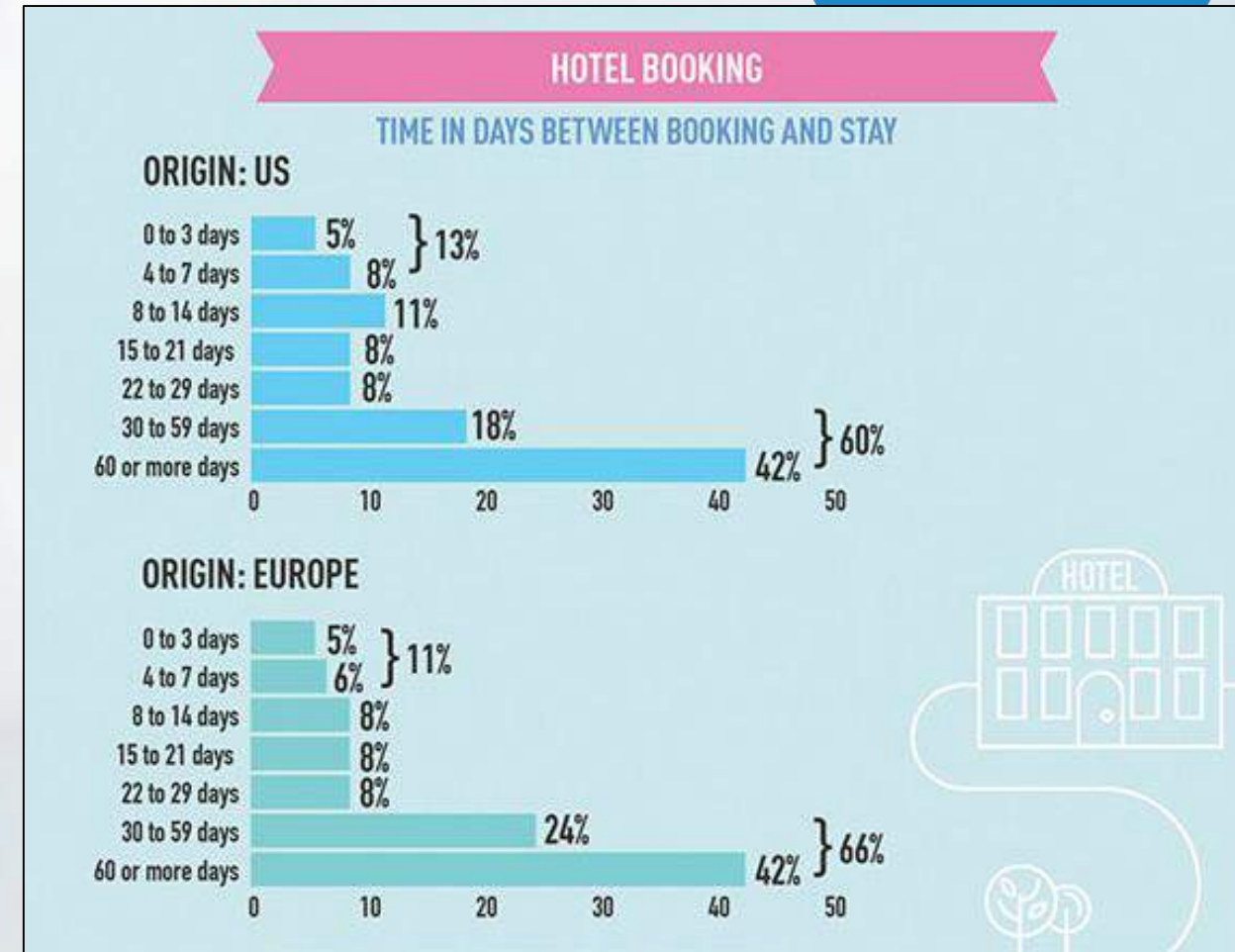
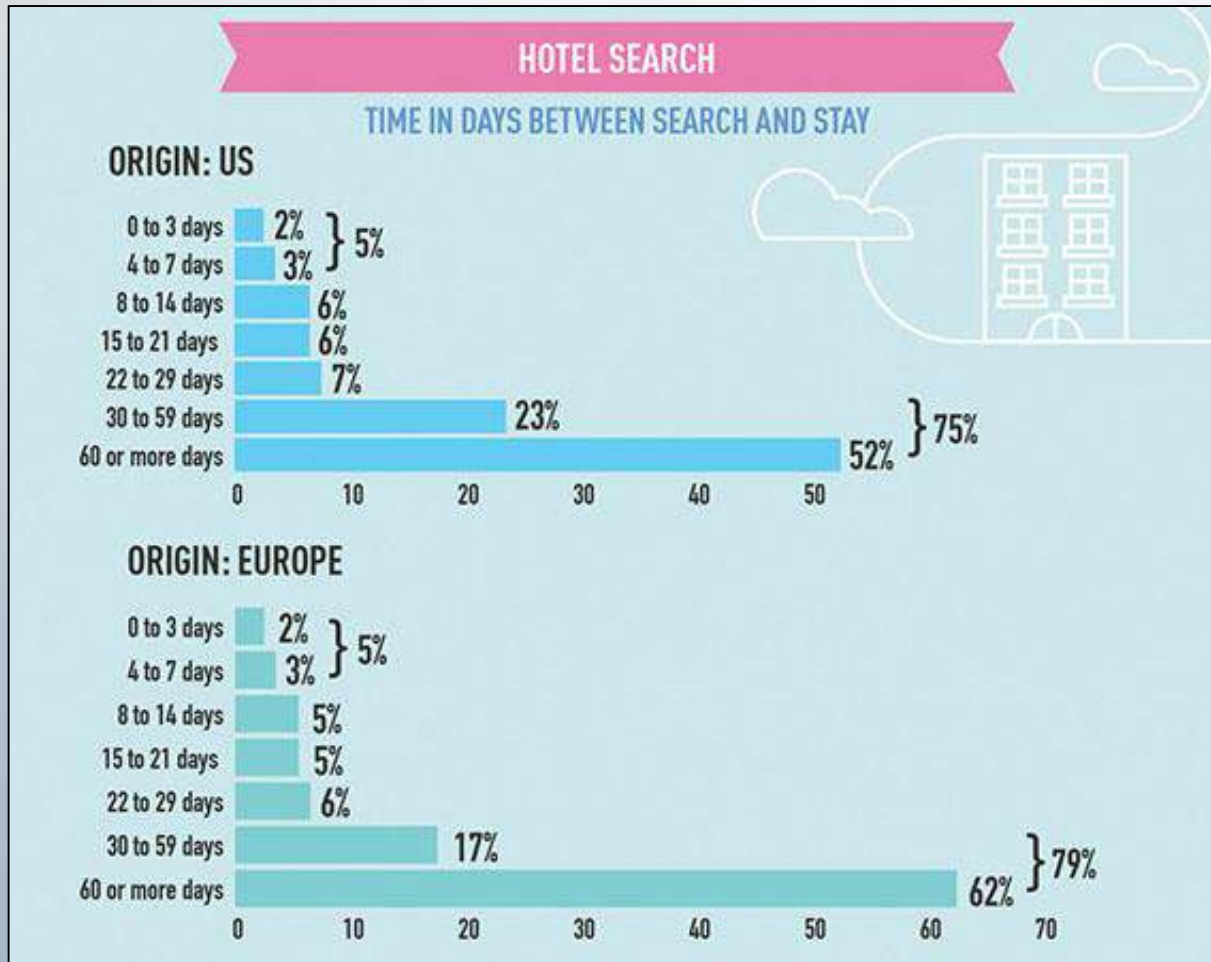
Hotel sees higher peaks closer to date of travel compared to Flight.

- Flight
- Hotel





In the US, 75% of travelers start searching for hotels 30+ days before their stay. Over 60% of European travelers start searching for hotels 60+ days out.



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## Audience Research



# Potential visitors to San Luis Obispo are educated homeowners with Household Incomes of \$100k+.



Married  
**54%**  
Index: 98



Employed  
**64%**  
Index: 100



Children  
**40%**  
Index: 101



Homeowners  
**66%**  
Index: 99



Primary Shopper  
**73%**  
Female  
Index: 99



Political Outlook  
**35%**  
Middle of the Road  
Index: 100



**25 - 34**

Largest Group  
Size 5,080,469



**18 - 24**

Most Over-Indexed  
Index 108



**55 - 64**

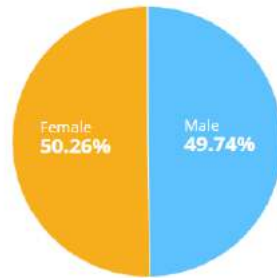
Most Under-Indexed  
Index 95



Female  
**12.8M**  
Index 96



Male  
**12.7M**  
Index 104



Grad College or More  
Largest Group Size  
Size 10,524,353



Largest Group  
**\$100,000 or more**  
Size 8,716,619



Less Than High School  
Most Over-Indexed  
Index 104



Most over-indexed  
**\$20,000 - \$29,999**  
Index 102



Some College  
Most Under-Indexed  
Index 98



Most under-indexed  
**\$75,000 - \$99,999**  
Index 96

Although the **largest group is ages 25-34**, individuals **age 35-54** are also highly represented in this segment.



 **25 - 34**  
Largest Group  
Size 5,080,469

 **18 - 24**  
Most Over-Indexed  
Index 108

 **55 - 64**  
Most Under-Indexed  
Index 95





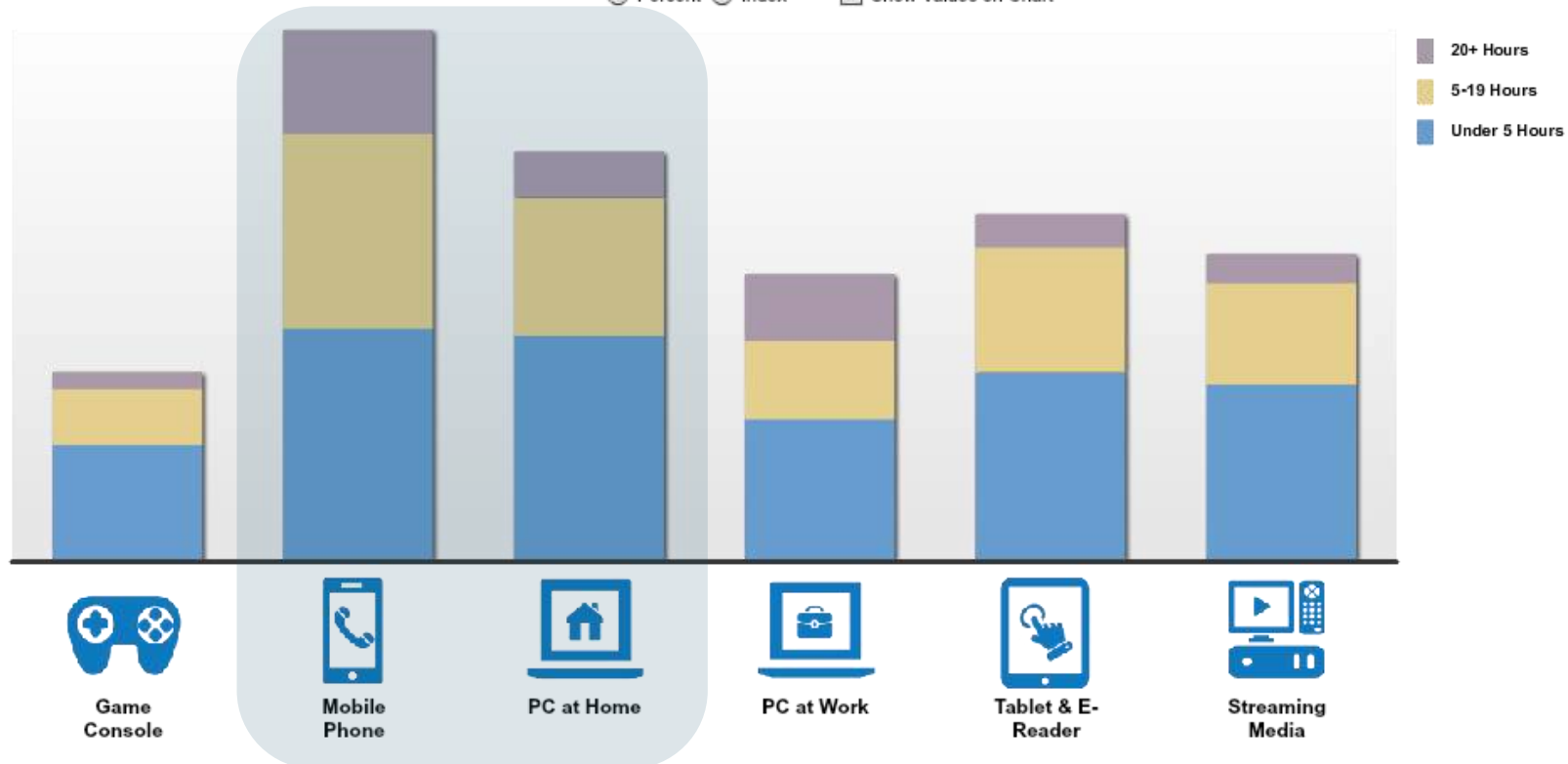
When looking at **digital usage**, these users spend most of their time on **mobile phones** and their **home computers**.



Time Spent Composition: Last 7 Days

	Sample	Weighted (000)	Percentage
Base: All Adults	25,801	240,078	100%
Target: SLO Audience	22,781	214,989	89.5%

Percent  Index  Show Values on Chart



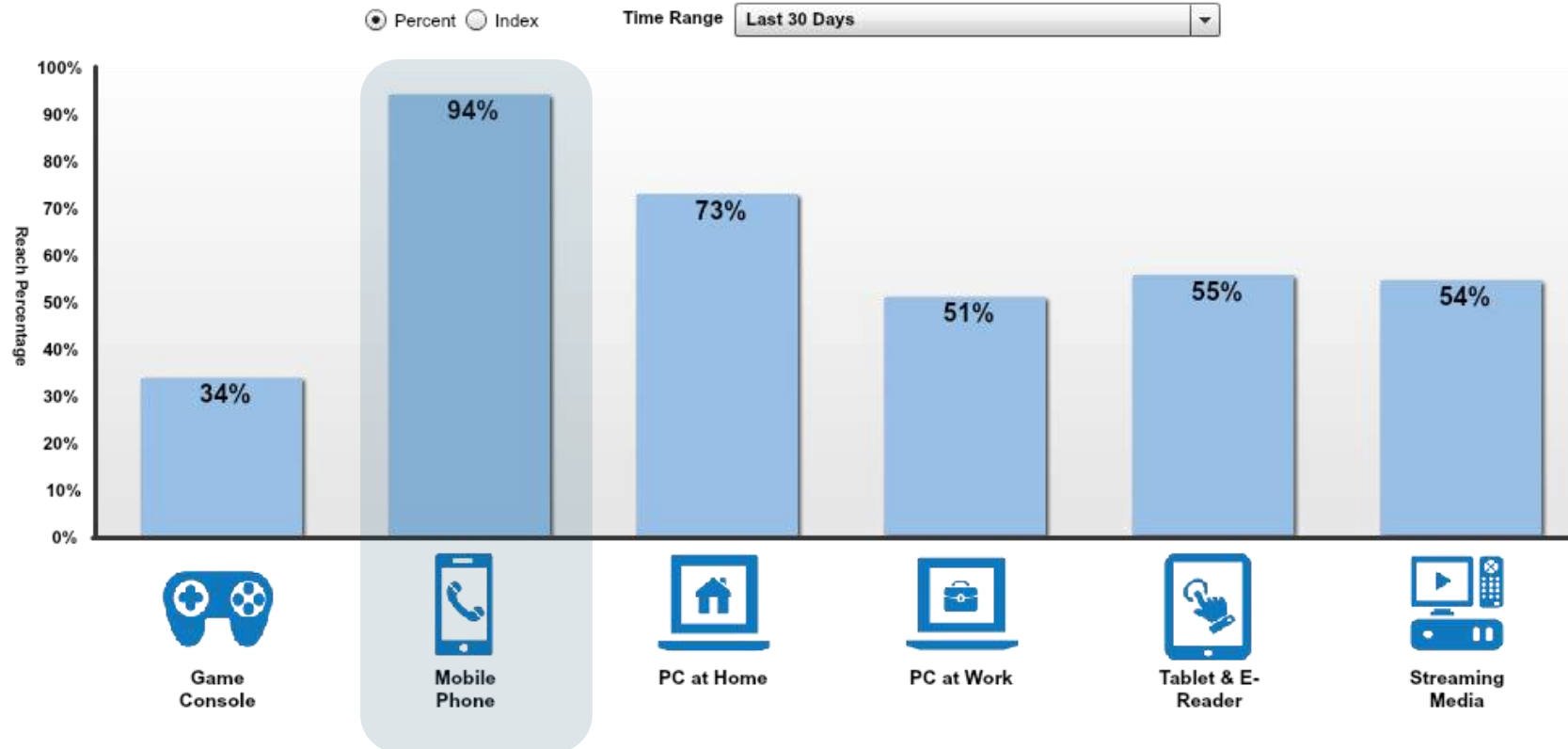
Source: Simmons Research LLC, Winter 2017 Simmons Connect

Digitally, this group can be **most-reached by mobile phones** over all other devices.



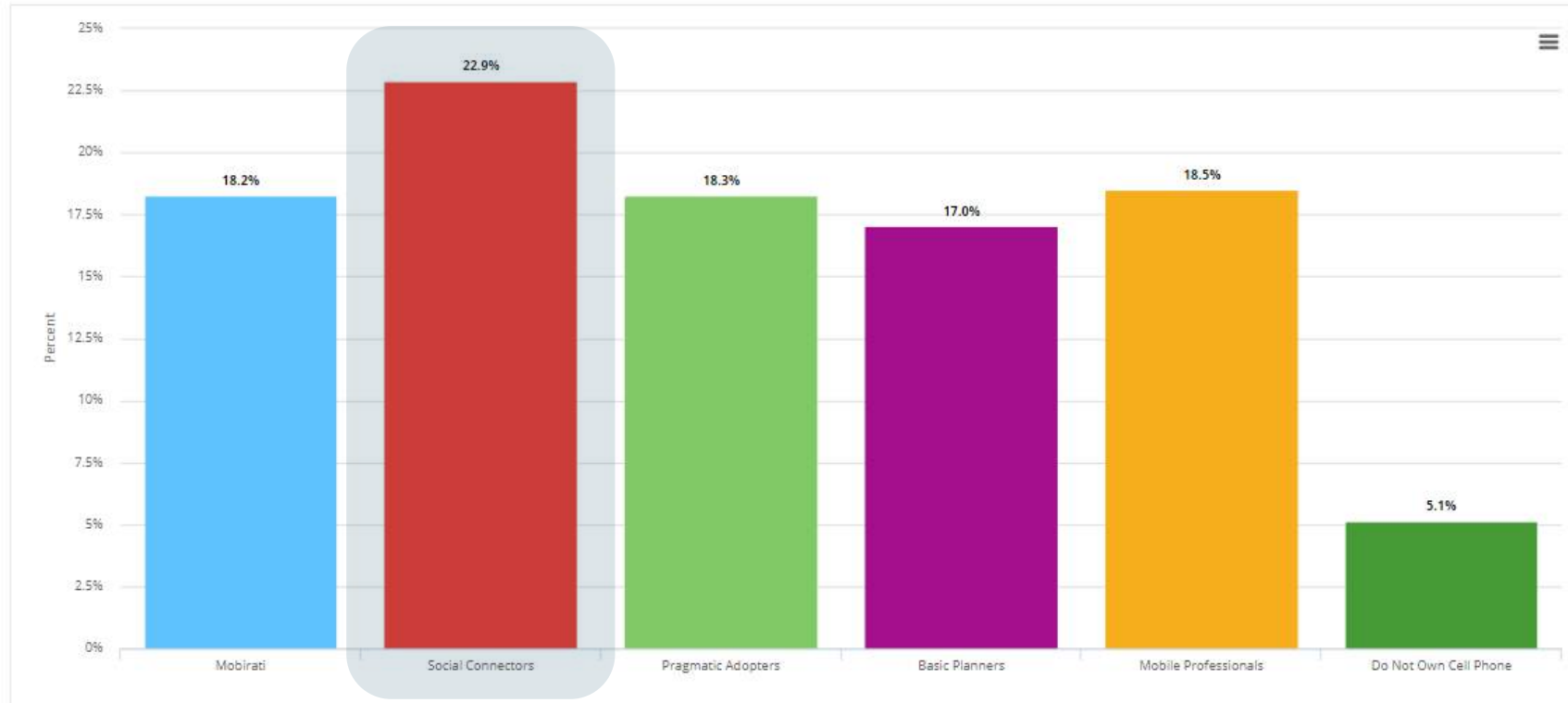
Reach by Percent: Last 30 Days

	Sample	Weighted (000)	Percentage
Base: All Adults	25,801	240,078	100%
Target: SLO Audience	22,781	214,989	89.5%



Source: Simmons Research LLC, Winter 2017 Simmons Connect

When focusing on their mobile usage, the majority of this group are “**Social Connectors**” – mobile phones connect them to their social worlds.

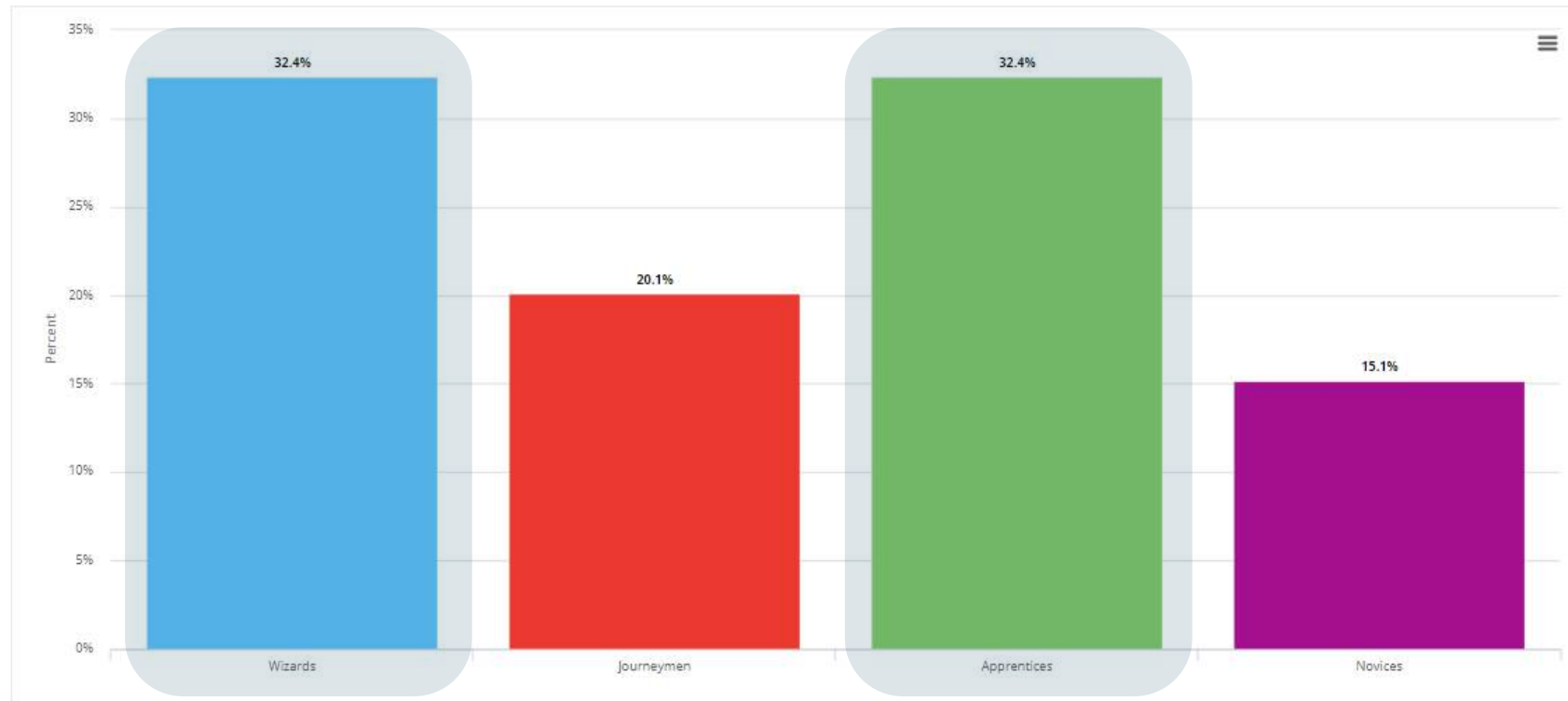


**Communication is central** in the life of a Social Connector. Their **mobile phone is a bridge to their social world**, allowing them to **keep up to date** with important **friends, social events, news**, and their **favorite celebrities** on social media.

Source: AudienceView



This audience consists of Technology “**Wizards**” and “**Apprentices**” – **technology plays a large part in their lives.**



Wizards **cannot live without the Internet** or imagine life without new electronic gadgets.

Apprentices **take advantage of technology** using the internet often to get needed information.

Source: AudienceView







# Personas to Market (from Goodway Research)



# “Go For It” Families

## Who She Is:

- Cynthia is **35 years-old** and lives in California with her husband Marco and their **two children**. She works as a manager at a local boutique, which she loves because she truly **feels like a part of her community**. Cynthia is the definition of an **“all-in” or planner mom**. Her family is the driving force in many of her decisions. Her time is valuable, so she wants to make the most of it by spending it with her family and making cherished memories.

## Media Consumption Habits:

- When she's not working or taxiing her children to their activities, Cynthia likes **to take photos and share her life with her family and friends online**. You might find her **streaming a show** while waiting to pick up dinner for the family or in the pick up line at school. She's always **researching and planning the next family activity** and **hunting for the best deals** and trusted sources for reviews. She also frequently checks in with her large extended family through **social media** – this medium allows her to share pictures of her kids and **stay connected** with relatives that don't get to see them often.

## How We Will Reach Her:

- From a marketing perspective, **almost any medium can and should be utilized** to target these consumers as their attention between family and work can be scattered and they **often consume media in the background** to the more important aspects of their lives. They **want to appear trendy**, but they recognize the value of a dollar. **Social media** can be an effective way to connect with Cynthia as well as **mobile display** since she's **on-the-go** a lot.





# “Go For It” Families Deep Dive



## What makes them tick?

- Vibrant and active families that value **togetherness** and **shared experiences**
- **Trust** names and brands they know
- Value clout and respect that comes with certain brand name purchases
- Use **technology to stay connected** to friends and community and can easily integrate new tech into their lives

## What are their perceived pain points?

- Planner moms invest their time into their family, and **need to see and feel the value** of their time and monetary investment
- **Need variety** to please multiple age groups and generations in the family

## How to prospect

- Gear messaging towards **families**
- Price and quality in combination together matter
- Appeal to them on an **emotional level** about making memories they can share with others
- Stories or reviews from **locals to gain trust**
- Checklist and sample itineraries they can use to **plan and comparison shop**

## Communication preferences

- More likely to be **online**, but are reachable across all mediums



# The Adventure Seeker

## Who He Is:

- Andy is **27 years-old** and living the **single life** in a California **city**. He's working his way up the corporate ladder as a computer programmer and works hard so that he can play hard. Andy is savvy and already thinking of **investing in his future**, but that doesn't mean that he shies away from calculated **luxury spending** now. He enjoys visiting places where he can **meet new people** and experience **different cultures**, bonus if he can incorporate his **healthy lifestyle** while doing so.

## Media Consumption Habits:

- When Andy isn't working late nights or burning the midnight oil at the hottest dance club, he likes to **shop online** and stay up to date on current events by **reading through his online news subscriptions and posts**. You might also find him **streaming a show or catching up on work emails on his phone** while at a local café or restaurant, out and about for a change of scenery. He wants to be on top of using the **latest devices and technologies for work and play**.

## How We Will Reach Him:

- From a marketing perspective, Andy values **variety** and enjoys consuming **cutting edge technology**. He's **incentive driven** vs loyalty driven and is more likely to respond to an ad campaign letting him know that not all good things last and that experiences and deals have time limits or maximum participants. While he consumes all mediums, he's very likely to be **online consuming content across platforms and devices**.



Source: AudienceView & Simmons



# The Adventure Seeker **Deep Dive**



## What makes them tick?

- **Immersion** into an area and locale during travel is valued
- Career driven
- Value **fast paced** and **active lifestyles**
- **Passionate** about the latest and greatest in **tech**

## What are their perceived pain points?

- They know how easy it is to stage a photo or review online – they want to know the **places they're planning to visit are real** and match their online presentation
- Need **affirmation from their social circle** about their consumer choices

## How to prospect

- Engage with “insider information” on **unique experiences**
- Feature **photo essays** showcasing physical and adventure options

## Communication preferences

- **Seeks variety**, not mainstream options in messaging
- Consumes **across devices** and mediums



# The Sophisticated Traveler

## Who She Is:

- Lisa is **54 years old** with college-aged children. She **works part time** from home as a interior design consultant, a job that allows her to contribute to her **family's financial freedom** while having flexibility when **raising her family**. Now that she and her husband Paul have more time to themselves, they enjoy **planning trips and getaways of a wide variety** – from **wine tasting** and relaxing to **boat trips** and **hiking**.

## Media Consumption Habits:

- Lisa is a **savvy consumer and entrepreneur**, and uses the internet to do a wealth of research on everything from business decisions, investment opportunities, and family vacations. She has the **financial freedom** to choose from a variety of price points and wants to make sure her purchasing decisions and experiences live up to her monetary investment. When she's not working or keeping in touch with her children on **social media**, she can be found **watching TV online or streaming content** while whipping up a home cooked meal in her **gourmet kitchen**.

## How We Will Reach Her:

- From a marketing perspective, Lisa values the **finer things** in life and **appreciates sophistication and elegance**. She wants to feel that her experience is valued. She's not resistant to adopting technology when it adds value to her user experience, and is likely to use **new technology to consume traditional content**.



Source: AudienceView & Simmons

# The Sophisticated Traveler **Deep Dive**



## What makes them tick?

- **Fear of missing out on unique experiences**
- Balancing changing **family life and self fulfillment**
- Appreciate **planning**, but also enjoy being open ended
- Have **regal** tastes

## What are their perceived pain points?

- Want to **fully understand** what they're investing in, whether that be their time or their money.
- Value **research, reviews, and experience** in their consumer purchases.

## How to prospect

- Feature **photo essays** showcasing a variety of options and experiences
- Emphasize **quality of experience** to tap into regal tastes

## Communication preferences

- Consumes **across devices** and mediums





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# Additional Research





Location Summary: the highest areas of opportunity are **in the Pacific region**, particularly focusing on **local visitors within California**, especially **within driving distance to SLO**.



SAN LUIS OBISPO COUNTY  
CALIFORNIA

#### AudienceView Young City Solos Mosaic Segment:

- Alaska, Washington, Oregon, **California**, Colorado, Illinois, New York, Massachusetts, and Virginia.

#### Google Trends Visit San Luis Obispo County:

- **California**
- Santa Barbara-Santa Maria-San Luis Obispo, CA metro

#### Simmons OneView Crosstabs:

- **Pacific, West Central**
- San Francisco, Washington DC, Miami, and Detroit

The **highest indexing regions** for Visit San Luis Obispo County's Audience are the **Pacific** and **West Central** regions



		Total	NORTHEAST	EAST CENTRAL	WEST CENTRAL	SOUTH	SOUTH EAST	SOUTH WEST	PACIFIC
<b>Total</b>	Sample	25,801	5,565	2,812	3,358	9,154	4,413	4,741	4,912
	Weighted(000)	240,078	46,743	28,460	35,533	80,029	49,254	30,775	49,312
	Vertical %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Horizontal %	100.0%	19.5%	11.9%	14.8%	33.3%	20.5%	12.8%	20.5%
	Index	100	100	100	100	100	100	100	100
	Total %	100.0%	19.5%	11.9%	14.8%	33.3%	20.5%	12.8%	20.5%
<b>SLO Audience</b>	Sample	22,781	4,953	2,511	2,962	7,956	3,884	4,072	4,399
	Weighted(000)	214,989	41,948	25,486	32,131	70,291	43,465	26,827	45,133
	Vertical %	89.5%	89.7%	89.5%	90.4%	87.8%	88.2%	87.2%	91.5%
	Horizontal %	100.0%	19.5%	11.9%	14.9%	32.7%	20.2%	12.5%	21.0%
	Index	100	100	100	101	98	99	97	102
	Total %	89.5%	17.5%	10.6%	13.4%	29.3%	18.1%	11.2%	18.8%



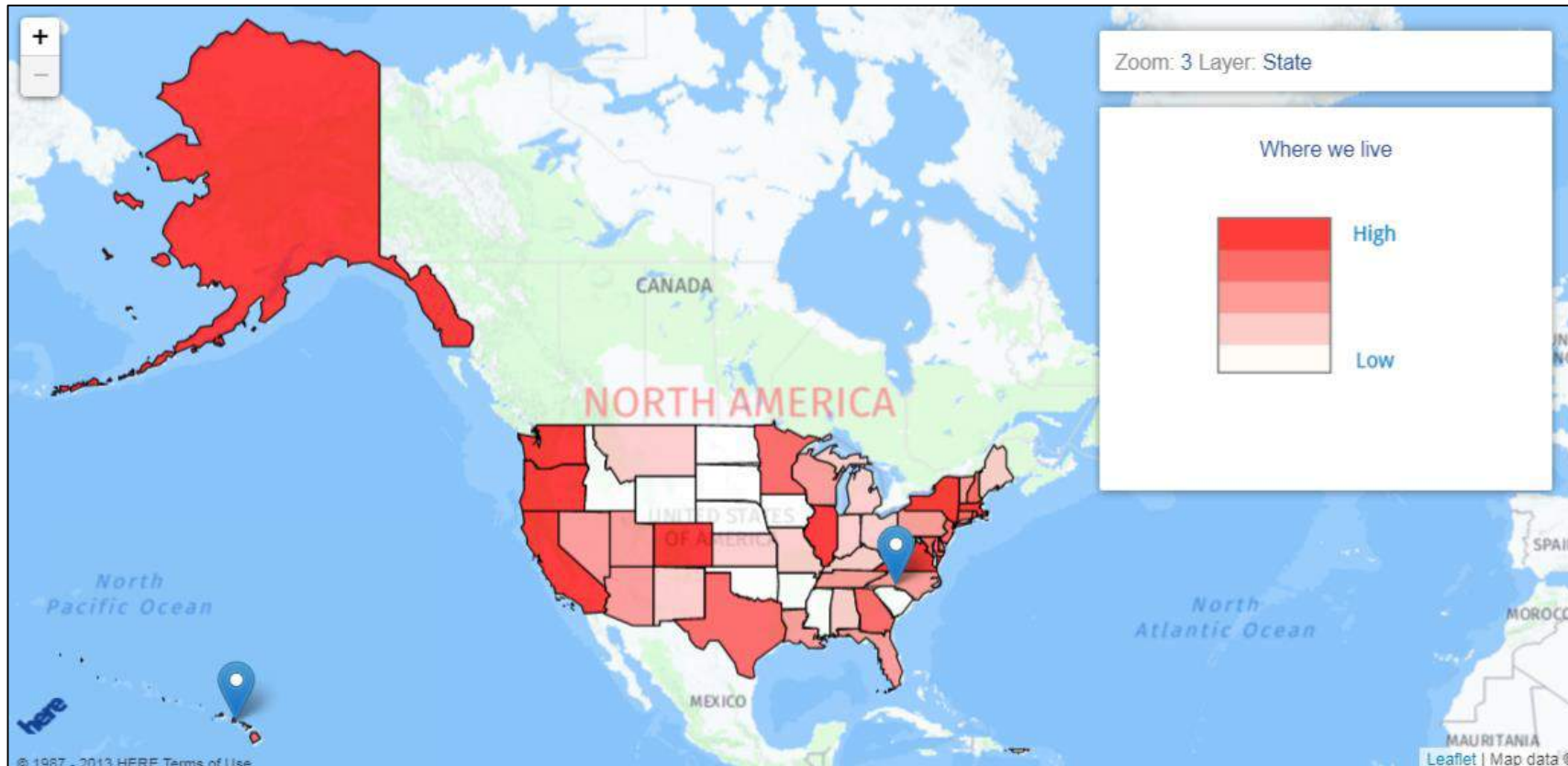
A more granular view shows **San Francisco, Washington DC, Miami, and Detroit**, as the top four highest indexing DMAs (out of the top 14 DMAs in the US).



		Total	ATLANTA	BOSTON	CHICAGO	CLEVELAND	DALLAS	DETROIT	HOUSTON	LOS ANGELES	MIAMI	NEW YORK	PHILADELPHIA	SAN ANTONIO	SAN FRANCISCO	WASHINGTON DC
Total	Sample	25,801	666	634	1,651	652	1,119	774	1,409	2,312	1,417	2,346	986	1,137	1,163	876
	Weighted(000)	240,078	4,835	4,966	7,346	2,880	5,656	3,750	5,094	13,839	3,681	16,453	6,360	2,033	5,773	4,908
	Vertical %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Horizontal %	100.0%	2.0%	2.1%	3.1%	1.2%	2.4%	1.6%	2.1%	5.8%	1.5%	6.9%	2.6%	0.8%	2.4%	2.0%
	Index	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Total %	100.0%	2.0%	2.1%	3.1%	1.2%	2.4%	1.6%	2.1%	5.8%	1.5%	6.9%	2.6%	0.8%	2.4%	2.0%
SLO Audience	Sample	22,781	598	567	1,446	592	924	698	1,220	2,056	1,252	2,098	868	991	1,044	774
	Weighted(000)	214,989	4,389	4,534	6,419	2,516	4,823	3,461	4,328	12,394	3,384	14,893	5,716	1,713	5,459	4,539
	Vertical %	89.5%	90.8%	91.3%	87.4%	87.4%	85.3%	92.3%	85.0%	89.6%	91.9%	90.5%	89.9%	84.3%	94.6%	92.5%
	Horizontal %	100.0%	2.0%	2.1%	3.0%	1.2%	2.2%	1.6%	2.0%	5.8%	1.6%	6.9%	2.7%	0.8%	2.5%	2.1%
	Index	100	101	102	98	98	95	103	95	100	103	101	100	94	106	103
	Total %	89.5%	1.8%	1.9%	2.7%	1.0%	2.0%	1.4%	1.8%	5.2%	1.4%	6.2%	2.4%	0.7%	2.3%	1.9%

**Important to Note:** DMAs all have similar index ratings: between 94-106; there aren't huge DMA standouts here

This audience falls mostly into the Young City Solo mosaic segment. Young City Solos are also are **scattered across the US, living in the nation's largest cities**. Top States include: **Alaska, Washington, Oregon, California, Colorado, Illinois, New York, Massachusetts, and Virginia**.





# Nationally, potential visitors to San Luis Obispo are of varying age ranges and education levels.



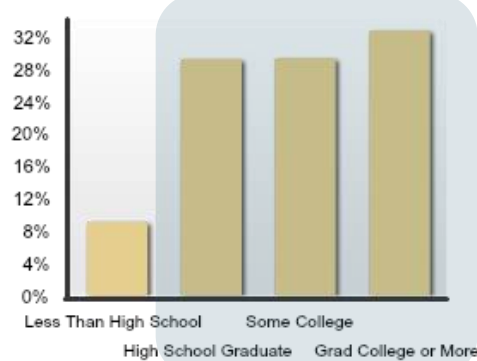
## Demographic Profile

	Sample	Weighted (000)	Percentage
Base: All Adults	25,801	240,078	100%
Target: SLO Audience	22,781	214,989	89.5%

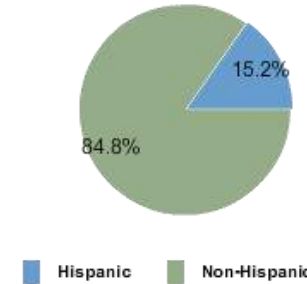
### General Statistics

Median Household Income	\$77,942
Median Age	46.1
Employed (Full or Part-Time)	63.5%
Married	54.2%
Children in Household	36.2%
Homeowners	68.2%

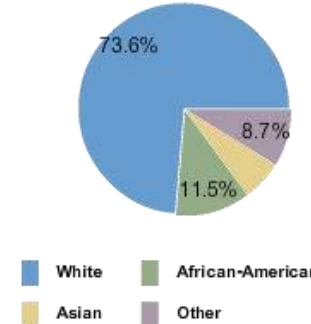
### Education



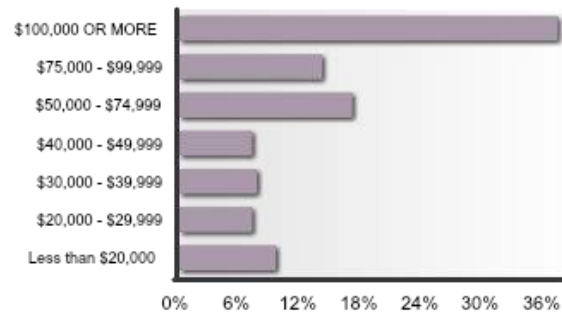
### Ethnicity



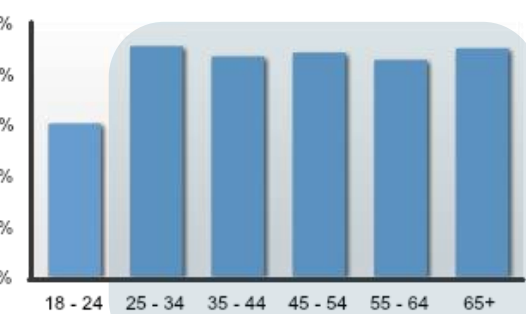
### Race



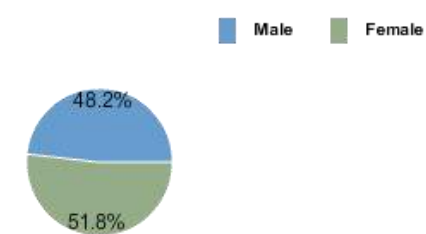
### Income



### Age



### Gender



Source: Simmons Research LLC, Winter 2017 Simmons Connect

The majority of this audience is represented by the **Family Union Mosaic Segment** with **Young, City Solos** representing the **most over-indexed group**.

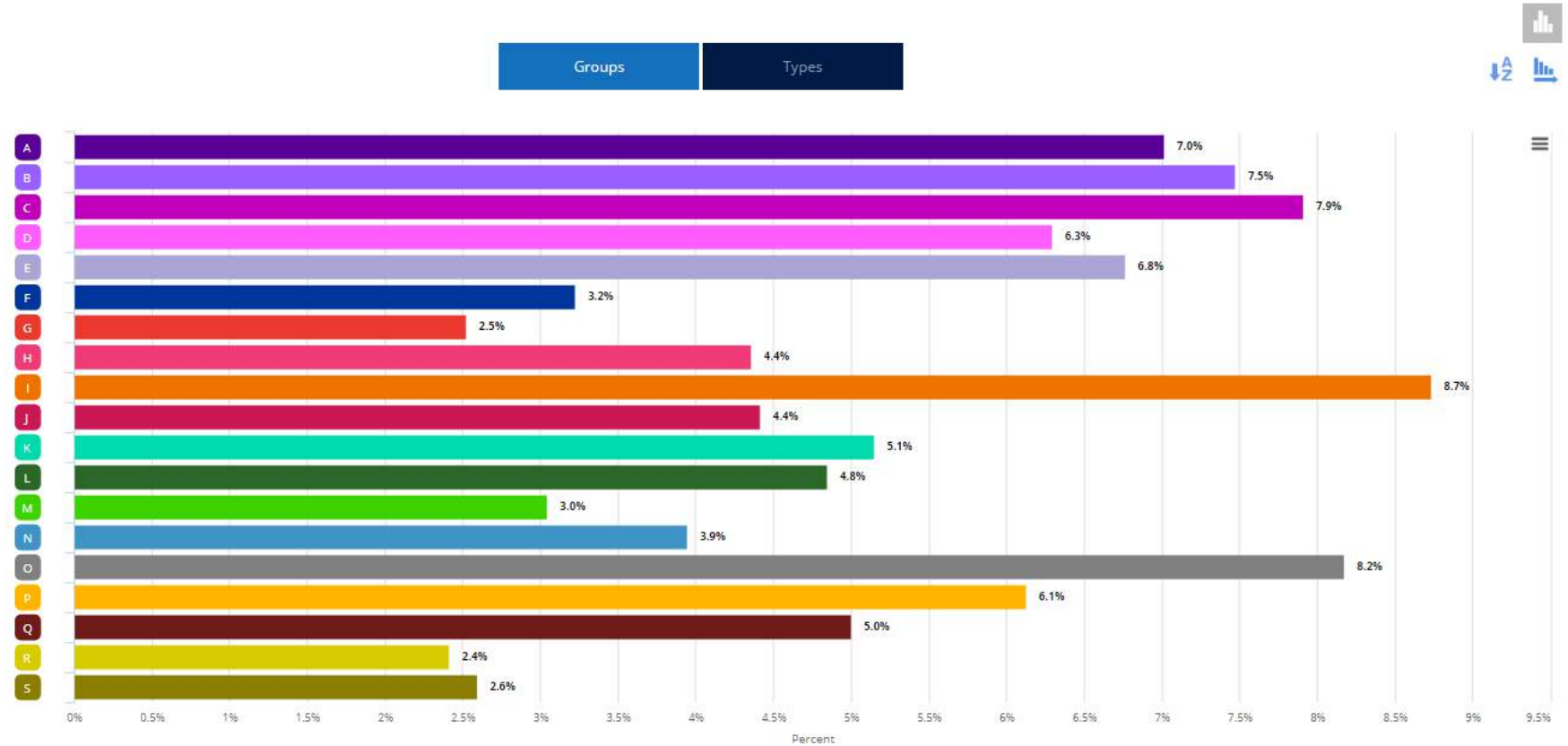


Mosaic

**I**  
**Family Union**  
 Largest Group Size  
 Size 2,231,308

**G**  
**Young, City Solos**  
 Most Over-Indexed  
 Index 108

**M**  
**Families in Motion**  
 Most Under-Indexed  
 Index 90



Source: AudienceView




# Overview: "Family Union"

## Family Union

Middle income and middle-aged families living in homes supported by solid blue-collar occupations

Jose & Maria  
🏠 5.32% | 7.42% 👤



### Who We Are

Head of household age <b>36–45</b> 29.9% 184	Type of property <b>Single family</b> 93.9% 119
Estimated household income <b>\$50,000–\$74,999</b> 31.2% 168	Household size <b>5+ persons</b> 23.3% 219
Home ownership <b>Homeowner</b> 81.4% 125	Age of children <b>13–18</b> 34.8% 276

### Channel Preference

 53	 112	 131
 122	 76	 92



### Key Features

- Bilingual
- Child-oriented activities
- Large households
- Financially cautious
- Team sports
- Family abroad

### Technology Adoption



Wizards



ConsumerView ? 👤 14.55M 🇺🇸 5.68M @ 916k 📱 12.56M [Channel Reach](#)

Source: AudienceView

# An In-Depth Look: “Family Union”



In Family Union, families live in **middle-class comfort** within the sprawl of major metropolitan areas. Many of the households contain **older parents and their children** who have worked hard, settled in modest houses and established a comfortable lifestyle for their families. They tend to live in multi-ethnic and multi-lingual neighborhoods, some speaking Spanish in shops and cafes, driving used American sedans and minivans, and filling their homes with food and decorations that remind them of their homeland.

Family Union **have average educations, with a quarter of households not having finished high school** and just over ten percent having college diplomas. But they earn mid-scale incomes thanks to multiple workers in the household—**nearly one in five households contain a young adult living at home**—who hold jobs in blue-collar and service sector occupations such as construction, manufacturing, transportation and food services. Despite their working class jobs, they’ve managed to achieve **middle-class status through determination** and a yearning for personal achievement.

Family Union are **vibrant and active**. At home, many of the Hispanic families speak Spanish, celebrate Latin holidays and keep up with Latin news and music. They go out to movies, bars, comedy clubs and dance performances, and they **engage in plenty of sports with their families**, including soccer, basketball and baseball. When they go out to eat, they’re more likely to go to a local eatery or a fast-food chain like KFC, El Pollo Loco, Del Taco or Little Caesar’s.

Family Union **like to shop**. They like to keep up with the latest fashion and make a unique statement with their apparel. They tend to frequent neighborhood stores where they know the clerks and feel comfortable. However, if they want something with a designer label, they head to discount department stores. These **family-centered households** like to equip their homes with the latest appliances—even if they end up buying discount brands.

Family Union thrive on traditional media. They **listen to the radio**, especially stations that play modern rock and classic rock. Though they have subscription rates for newspapers, they do enjoy reading magazines with titles in the genres of home improvement and decorating, news and entertainment. Parenting magazines like *American Baby* are also popular amongst this group.



# Overview: "Young, City Solos"



G

## Young City Solos

Younger and middle-aged singles living active and energetic lifestyles in metropolitan areas

Matthew & Patricia

🏠 3.12% | 📧 1.72% 👤

### Who We Are ?

<p style="font-size: 0.8em;">Head of household age</p> <p style="font-size: 1.5em; font-weight: bold;">25–30</p> <p style="font-size: 0.8em;">34.9%    308</p>	<p style="font-size: 0.8em;">Type of property</p> <p style="font-size: 1.5em; font-weight: bold;">Multi-family: 101+ units</p> <p style="font-size: 0.8em;">11.8%    262</p>
<p style="font-size: 0.8em;">Estimated household income</p> <p style="font-size: 1.5em; font-weight: bold;">\$50,000–\$74,999</p> <p style="font-size: 0.8em;">20.3%    109</p>	<p style="font-size: 0.8em;">Household size</p> <p style="font-size: 1.5em; font-weight: bold;">1 person</p> <p style="font-size: 0.8em;">84.6%    186</p>
<p style="font-size: 0.8em;">Home ownership</p> <p style="font-size: 1.5em; font-weight: bold;">Renter</p> <p style="font-size: 0.8em;">43.4%    174</p>	<p style="font-size: 0.8em;">Age of children</p> <p style="font-size: 1.5em; font-weight: bold;">13–18</p> <p style="font-size: 0.8em;">3.9%    31</p>

### Channel Preference ?

<p>41</p>	<p>161</p>	<p>125</p>
<p>162</p>	<p>176</p>	<p>229</p>

### Key Features

- Singles
- Downtown commuters
- Apartment dwellers
- Active lifestyles
- Career-driven
- Liberal

### Technology Adoption ?

Journeymen

ConsumerView ?

3.78M

2.60M

261k

3.09M

Channel Reach

Source: AudienceView

# An In-Depth Look: “Young, City Solos”



The two types in Young City Solos contain **younger and middle-aged singles** living in **city neighborhoods**. More than 85 percent are **unmarried**. They are **childless** and **living alone** or **cohabitating with a partner**; many as **first time home buyers**. While economic insecurity is one reason some singles avoid marriage and having children, these young professionals report **above-average incomes** topping \$75,000 a year, and they seem to be thoroughly enjoying their unattached status.

Young City Solos are concentrated in the **nation's largest cities**, in housing that caters to the increasing proportion of one-person households of either homeowners or renters. **Many live in well-appointed condos or apartments** built during the last century. The homes, whether Victorian or postmodern in style, fetch above-average prices thanks to their in-town locations.

Young City Solos boast **above-average educations**, with most having at least some college or a bachelor's degree. They work at a mix of **professional, business, sales and technical jobs**, and nearly a quarter of them work in the “other” category; out getting advanced degrees. In these progressive segments, there's equality between the sexes at home and on the job. Even among cohabitating couples, their dual incomes support **upper middle-class lifestyles**.

Young City Solos lead **fast-paced and active lifestyles**. These unmarried folks devote a lot of their discretionary cash to **nightlife activities**, often going to bars, nightclubs, plays, dance performances, concerts and rock shows. They keep their **healthy lifestyles** by staying fit and joining a health club to make use of the cardio machines, weights and yoga classes. They like to jog, play tennis, bike, hike, and swim. They **dine out often** at white-tablecloth restaurants, where they like **gourmet food** and dishes presented like art. They enjoy visiting places that allow them to **meet new people and experience different cultures**.

Despite their typically small homes and even smaller closets, Young City Solos can be considered **shopaholics**. They are avid **Amazon and Groupon users** but also **shop heavily at brick and mortar stores**. They **prefer online high end stores just slightly over online discount**—illustrating that basically, **they shop it all**. Despite their youth, they're **financially experienced** and have **started building a retirement nest egg** filled with a variety of stocks, preferred stocks, and mutual funds. With many commuting to work by public transport, they're a relatively weak market for cars, especially large vehicles. However, these early adopters make up for it in their passion for new electronics: **they own smartphones and smart devices** to indulge in their passion for staying connected and of course, music. Not only is **music an important part of their own millennial culture**, it is also a talent of many. Young City Solos are nearly twice as likely as the average American to also **play a musical instrument**.

Multitasking Young City Solos are **major consumers of media**. They **subscribe to online newspapers** with titles of men's, music, news, sports and business genres. Their top social media avenues are **Facebook, Twitter and LinkedIn**. Young City Solos are a **mobile generation** that uses their devices for research, social connecting, banking, and more. Being on their phones more often, they also prefer to learn about brands from **mobile display ads**. **Online video** and **online display** are also preferred means of discovering what new products and services fit their active lifestyles. **Addressable TV, radio and email** are also preferred methods of hearing from their favorite brands. Of the fifty percent who actually vote, Young City Solos are **loyal liberals who volunteer for social causes**, vote Democratic and march in protests to protect the environment. They **belong to arts groups** that support dance, symphonic music and opera. Globally-minded, they're interested in other cultures and champion human rights abroad.





LIFES TOO BEAUTIFUL TO RUSH



Visit SLO CAL Digital  
Media Recommendation  
2017-2018





# What are the campaign details?



**Campaign Objective**

Awareness

DMAs of Los Angeles, Seattle, San Francisco, Phoenix, Las Vegas and San Diego

**Geo**



**Audience**

Active Adventurer  
Moms to the Max  
Cultured Class





# Display



# Identified Personas to Target

- Active Adventurer
- Moms to the Max
- Cultured Class



# Active Adventurer



# Digital Strategy

We recommend targeting Visit Slo Cal's niche audience with premium inventory. We'll concentrate on Brand Awareness to promote Visit Slo Cal's distinctive offerings.

## Active Adventurer

### Site Targeting

A22+

Visited Travel sites (last 6 mo)

Beach and Water Sports (vacation activity/last 12 mo)

Visited National/State Park (last 6 mo)



### Cross Device Behavioral Targeting

Travel > Vacation Activities - Like To Do-Water Sports

Mosaic Travel Group > A - Unbound Adventurers

DLX Lifestyles > Healthy & Fit

Lifestyle and Lifestage > Adventure Seekers

### Private Market Place

Impressions will be delivered Nationally within Premium publisher inventory with unique Audience Behavioral Targeting applied.



### Native In-Stream

Native ads provide a seamless user experience by mirroring the look and feel of surrounding content. In-stream ads appear directly within the content feed, ensuring the user is engaged with the brand.



# Digital Strategy

## Mobile Web/In-App

These impressions will be served mobile web and in-app inventory that has a high propensity for the target audience based on data from industry planning tools.

## Mobile Behavioral Targeting

Consumer > Interests > Sport & Outdoor Activities

Intent > Travel > Adventure Tourism



## Active Adventurer

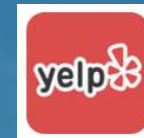
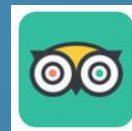
### Sample Data Partners

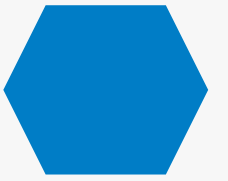


## Persona

Vacationers

Music Streamers





## Audience Details

- ❖ Lifestyle > Personix > Digital Clusters > 27 - Information Seekers
- ❖ B2C > Lifestyle > Outdoor Activities > Surfing
- ❖ Entertainment & Pastimes > Nature Lovers
- ❖ Entertainment > Nature and Outdoors > Beaches
- ❖ Home & Family > Outdoor Enthusiasts
- ❖ Retail > Sports Equipment & Outdoor Gear > Activities > Outdoor Activities
- ❖ Interest > Lifestyles > Healthy Living
- ❖ Interest > Outdoor Activities
- ❖ Interest > Sports > Water Sports > Surfing & Paddleboarding
- ❖ Lifestyle > Personix > Digital Clusters > 13 - Travel Enthusiasts
- ❖ Lifestyle > Personix > Digital Clusters > Online Super Users
- ❖ Travel > Likely Activity > Water Sports
- ❖ Travel > Likely Activity > Winery/Distillery/Brewery Tours
- ❖ Sports and Recreation > Supporters of A Healthy Lifestyle
- ❖ Buying Styles > Long Term Brand Loyal
- ❖ Personality > US > Conscientiousness > Spontaneous Lifers



# Moms to the Max



# Digital Strategy

We recommend targeting Visit Slo Cal's niche audience with premium inventory. We'll concentrate on Brand Awareness to promote Visit Slo Cal's distinctive offerings.

## Moms to the Max

### Site Targeting

W30 - 54

Theme Parks (vacation activity/last 12 mo)

Visited sites related to Working Mothers



### Cross Device Behavioral Targeting

Buyers > Connected Moms

Interest > Travel > Personal Travel - USA > Family Travel

Travel > Likely Activity > Visit Zoo or Aquarium

Lifestyle > Personix > Digital Clusters > Online Heavy Users

### Private Market Place

Impressions will be delivered Nationally within Premium publisher inventory with unique Audience Behavioral Targeting applied.



### Native In-Stream

Native ads provide a seamless user experience by mirroring the look and feel of surrounding content. In-stream ads appear directly within the content feed, ensuring the user is engaged with the brand.



# Digital Strategy

## Mobile Web/In-App

These impressions will be served mobile web and in-app inventory that has a high propensity for the target audience based on data from industry planning tools.



## Mobile Behavioral Targeting

Parents > Digital Parents > Moms

Oracle > Travel > Interest > Types > Leisure & Vacation Travelers > Family Travel

# Moms to the Max

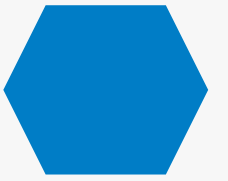


## Persona

Photo Sharers

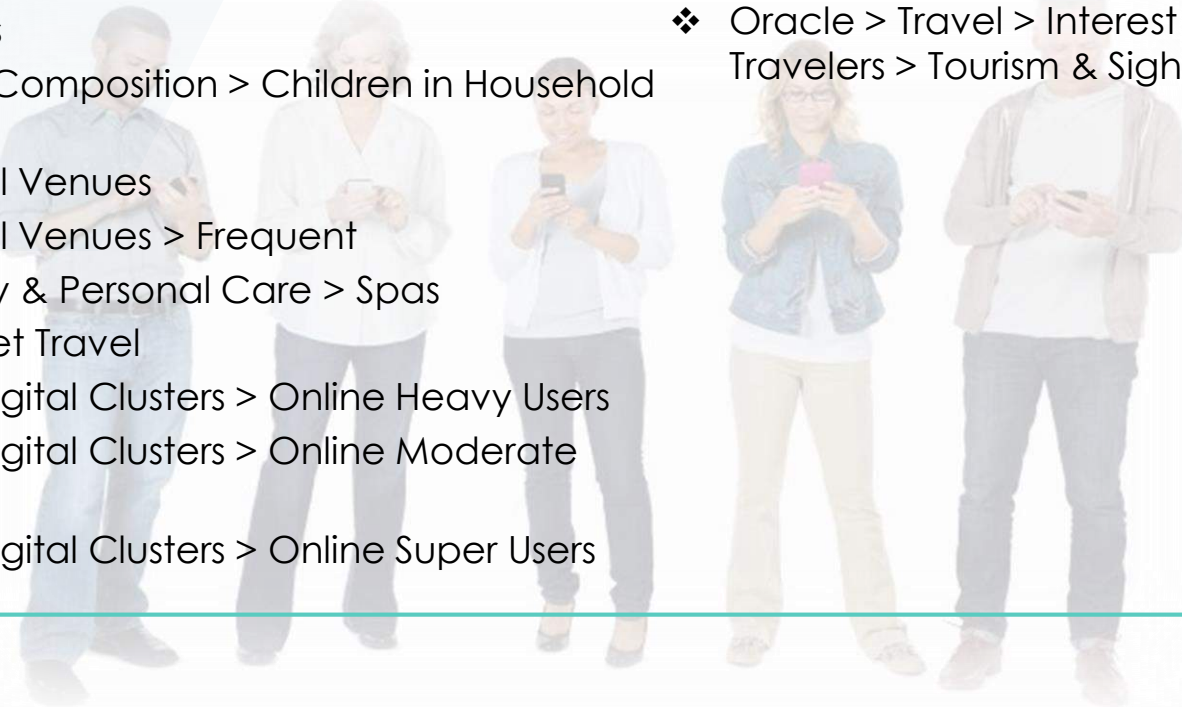
Parents





## Audience Details

- ❖ Technology > Digital Downloaders
- ❖ Travel > Family Vacationers
- ❖ Travel > Likely Activity > Winery/Distillery/Brewery Tours
- ❖ Parents > Digital Parents
- ❖ Demographic > Family Composition > Children in Household > Yes
- ❖ Entertainment > Cultural Venues
- ❖ Entertainment > Cultural Venues > Frequent
- ❖ Interest > Health, Beauty & Personal Care > Spas
- ❖ Interest > Travel > Budget Travel
- ❖ Lifestyle > Personix > Digital Clusters > Online Heavy Users
- ❖ Lifestyle > Personix > Digital Clusters > Online Moderate Users
- ❖ Lifestyle > Personix > Digital Clusters > Online Super Users
- ❖ Girls' Night
- ❖ Oracle > Travel > Interest > Types > Leisure & Vacation Travelers > Theme Parks
- ❖ Oracle > Travel > Interest > Types > Leisure & Vacation Travelers > Tourism & Sight Seeing



# Cultured Class



# Digital Strategy

We recommend targeting Visit Slo Cal's niche audience with premium inventory. We'll concentrate on Brand Awareness to promote Visit Slo Cal's distinctive offerings.

## Cultured Class

### Site Targeting

A25 – 65+

Travel (frequently advise others on)  
Resort/Spa, Museum, Cultural/Historic sites (vacation activity/last 12 mo)



### Cross Device Behavioral Targeting

Travel > Likely Activity > Culinary Experience  
Travel > Social > Travel Influencers  
Travel > Interest > Holiday Type > Spa Break

### Private Market Place

Impressions will be delivered Nationally within Premium publisher inventory with unique Audience Behavioral Targeting applied.



### Native In-Stream

Native ads provide a seamless user experience by mirroring the look and feel of surrounding content. In-stream ads appear directly within the content feed, ensuring the user is engaged with the brand.



# Digital Strategy



## Mobile Web/In-App

These impressions will be served mobile web and in-app inventory that has a high propensity for the target audience based on data from industry planning tools.

## Mobile Behavioral Targeting

Interest & Activity > Food & Restaurants > Foodies

Vacation Travel Attitudes > Travel Researcher

## Cultured Class



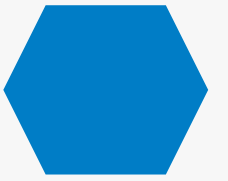
## Persona

Business Professionals

Foodies

Travel Shoppers





## Audience Details

- ❖ Technology > Digital Downloaders
- ❖ Food > Cooking > Culinary
- ❖ In-Market > Travel > Type > Leisure
- ❖ Premium > Lifestyles > Foodies
- ❖ Demographic > Education > Graduate Degree
- ❖ Demographic > Family Composition > Children in Household > Yes
- ❖ Entertainment > Cultural Venues
- ❖ Entertainment > Cultural Venues > Frequent
- ❖ Interest > Health, Beauty & Personal Care > Spas
- ❖ Interest > Hobbies > Hobbies - Food and Wine
- ❖ Lifestyle > Personix > Digital Clusters > Online Heavy Users
- ❖ Lifestyle > Personix > Digital Clusters > Online Moderate Users
- ❖ Travel > Likely Activity > Winery/Distillery/Brewery Tours
- ❖ Propensity Models > Hobbies and Interest > Cultural Arts
- ❖ Buying Styles > Early Adopter
- ❖ Advanced Demographics > Level of Education > College Degree
- ❖ Oracle > Travel > Interest > Types > Leisure & Vacation Travelers > Road Trips
- ❖ Personality > Shopping Habits > Early Adopter
- ❖ Personality > US > Conscientiousness > Spontaneous Lifers



# Non-Persona Targeted Tactics

# Digital Strategy

These tactics will universally run across all Audiences at a National level.

## Cross Device Domain Retargeting

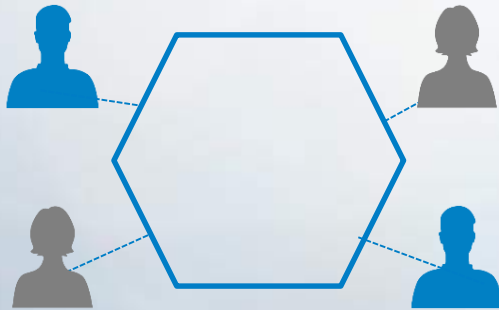
We'll target users **across the U.S.** after they've visited the Visit Slo Cal site and have shown interest in visiting SLO County. Requires pixel placement. Impressions delivered as available.



## LiveRamp CRM Targeting

Build larger **U.S.** audiences from client list of emails &/or postal addresses to create reach. The larger audience reflects benchmark characteristics of the original audience.

### 1 OFFLINE DATA COLLECTION



### 2 CRM ON-BOARDING



### 3 TARGET AUDIENCE



# Additional Ideas

# Weather Targeting:



- **What:** Weather targeting can trigger campaigns to run when specific weather-related events occur – rain, extreme temperatures, fog, etc.
- **Plan:** Activate weather targeting in the Seattle and combined Phoenix/Las Vegas DMA's during the months that these DMA's typically experience weather-related events. For example, Seattle's rainiest months are November to March with an average monthly rainfall of 5 inches. Adversely, Phoenix and Las Vegas typically experience temperatures of 100° +F during the months of June to September.
- **How:** When these identified extreme conditions are predicted, a separate creative message will be delivered to the respective DMA's targeted Audiences. The creative should speak to the current or upcoming local weather conditions and promote Visit Slo Cal's mild temperatures and low precipitation.
- **Budget Effect:** Funds to accommodate this placement will be reallocated from the designated SEM budget during the months outlined for each DMA.



# Monthly Giveaway Promo:



- **What:** Compliment the Social Media Activation monthly messages with similar Display placements.
- **Plan:** Boost awareness and engagement for the monthly Social giveaways by delivering Display impressions that are targeted to the same Audience as Social.
- **How:** During the months of September to March, a separate creative message will be served to an Audience that is exclusively targeted by that months' Social giveaway. For example, during the month of January, Foodies would be served a creative that promotes Visit Slo Cal's Social giveaway for Restaurant month. The creative should speak to the corresponding months' Social creative and giveaway.
- **Budget Effect:** Funds to accommodate these placements will be reallocated from the designated SEM budget during the months outlined.





# Social Media





Dedicated  
Team of Experts



**CHRISTY CLARKE**  
Paid Social Director



**JONATHAN PINKERTON**  
Paid Social Media Manager



**SHANNON VENTER**  
Paid Social Strategist

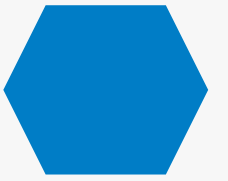


**CARISSA HURLEY**  
Campaign Ops Manager



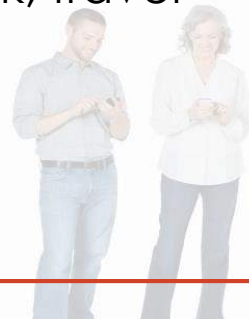
**KELSEY MARTIN**  
Paid Social Analyst

# Reach new and existing customers utilizing paid social channels to generate awareness and conversions



## Demographic and Behavior

- **Active Adventurers** – interested in outdoor activities such as golfing, paddle boarding, hiking and biking
- **Moms to the Max** – interested in family and friends, heritage & culture, day trips, beach going, couple trips, family trips and kid activities
- **Cultured Class** – interested in wine tasting, travel experience, food and drink, travel planning and girls weekend



## Sample Targeting

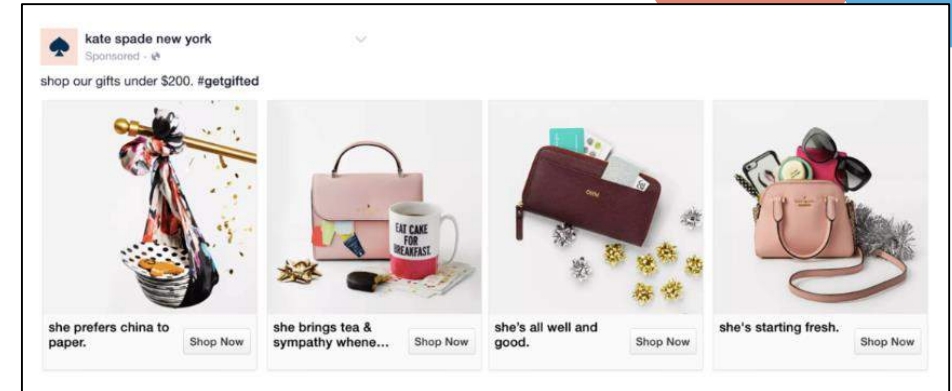
- Add in **Pushspring** segments targeting people who have downloaded travel apps such as booking.com, Airbnb, Hotels.com
- Whitelist exclusive **DLX audiences** such as high and frequent spenders of travel, foodies, outdoor and luxury sport enthusiasts, leisure travelers and road trip families
- Create a **look-a-like** audience off your current customers as well as **retarget** visitors to your site and have shown interest but who have not yet converted



# Creative Recommendations

## Video to Generate Awareness

- Facebook/Instagram videos get more than 8 billion daily views; Great for building awareness and customer engagement
- Leverage product videos to spark attention surrounding your offerings
- Build audience segment of engaged customers to push your targeted audience to visit San Louis Obispo



## Carousel to Drive Conversions

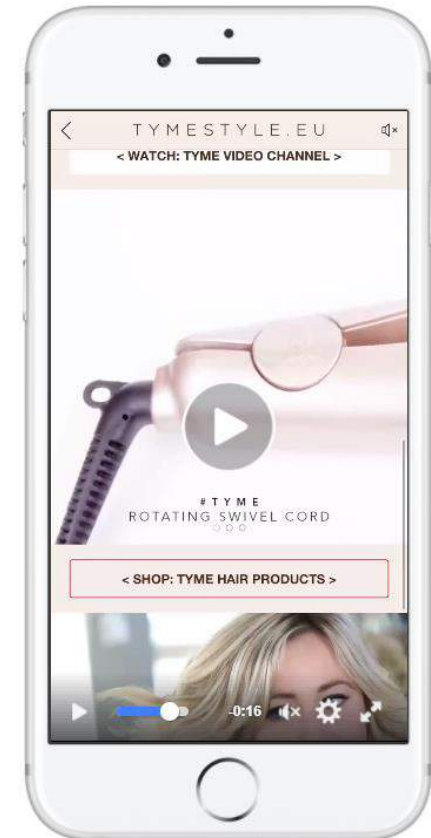
- Driving 10x more traffic to advertisers' websites
- Show multiple images and/or videos linking to an action, option to automatically show the best performing card first
- Showcase featured programs in one unit
- Retarget users who engaged with your video
- Leverage **Learn More** CTA button  
*Highest CTR of any ad format, most successful in driving site traffic*
- Optimize to website conversions (Book Your Stay)

# Additional High Impact Units



## Canvas Ads

- Immersive unit includes video, photos, carousels, tilt to pan all in one
- Inspire bookings by showcasing travel experiences in a custom layout utilizing CTA buttons
- Canvas is a full screen experience for mobile devices. It can be used with all Facebook ad formats – carousel, single image, single video, slideshow or collection.





SEM



# SEM Strategy

SEM will focus primarily on “Brand” traffic to, and awareness of the slocal.com site. Secondary focus will be on site engagement metrics, and creating an awareness of all tourist activities in SLO County.

## Branding

Raise awareness of all tourist activities in SLO County. Focus will be on time spent on site/pages visited, and appropriate action items that direct offsite (Example – “Book Your Stay” button clicks).

## Custom Audiences

In-Market Targeting of the SLO County area, with secondary Out-of-Market targeting of tourists, vacationers, families, and day trippers.

## Sample Keyword Groups

**Brand, Lodging, Activities,  
Dining, Activities,**

## Conversions

We’ll track onsite actions (phone calls, info requests, visitor’s guide download, etc.) site engagement metrics (time spent on site/pages visited), and appropriate action items that direct offsite (Example – “Book Your Stay” button clicks).

# SEM Strategy

Utilize all elements of SEM ad copy to promote and highlight all site offerings



## Sitelinks & Pricing

Deeper links to specific pages in addition to the landing page can be shown beneath the text of your ads.

## Call Outs

Used to highlight, summarize, and promote popular or unique aspects of your site & SLO County.

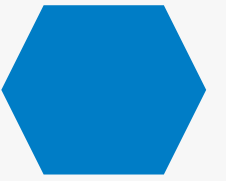
## Ratings, Phone # & Deals

All these elements can display in your ad when linking to your "Google My Business" account.

Phone calls can be tracked as a lead conversion.

### Ad Copy Example:

The screenshot shows a Google search for "san luis obispo vacation". The search results include a main ad for "San Luis Obispo Vacations 2017: Package & Save up to \$603" with a 4.3-star rating. Callouts are placed over the ad to highlight specific features: "Reviews" points to the star rating, "Call Outs" points to the text "Expedia Guarantees the Best Price...", "Extended Headlines" points to the main title, and "Sitelinks" points to the bottom links like "Book Early & Save" and "Book Hotel+Flight & Save".



## Sample Keyword Groups

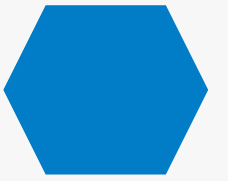
<b>Lodging</b>	Hotels Motels Vacation Rentals Camping
<b>Activities</b>	Arts and Entertainment Outdoor Activities Shopping Spa, Health & Wellness Tastings Tours Visitor's Guide



<b>Dining</b>	Dining Food Restaraunts Nightlife
<b>Booking</b>	Specials Deals Coupons Packages

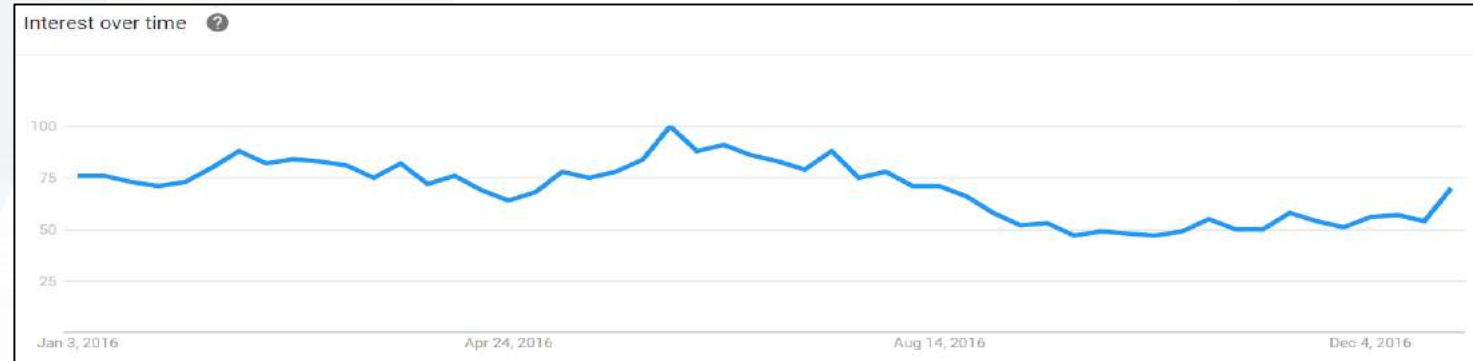






## Sample Keyword Groups

- We will tier the SEM budget so more monthly spend would be higher in months January – August when “California vacation” type search volume is higher.



- We will concentrate “Out-of-Market” budget/spend in states/DMA’s where “California vacation” type search volume is higher.





# Media Planning and Buying

Goodway Group is tech-agnostic when it comes to how we purchase and run campaigns. With seats on every major DSP and social channel, we look for the best strategy and then tactics to deliver on the goals for the client. Due to our size, we are able to expertly negotiate the best rates on behalf of our clients, allowing your media dollars to work harder for you.

**Programmatic  
is way beyond  
banners and RTB...**

CROSS-  
DEVICE

BRAND  
STUDIES

DIGITAL  
AUDIO

MOBILE

ADVANCED  
TV

SEM/SEO

DYNAMIC  
CREATIVE

VIDEO

DISPLAY

PAID SOCIAL

NATIVE ADS

LOCAL  
PROXIMITY  
MARKETING



# The best technology for your unique client needs

**PARTNERSHIPS**  
with the Leading  
Industry DSPs

**BEST-IN-CLASS DATA PARTNERS,**  
including Factual, Pushspring  
and more

**PROPRIETARY ALGORITHMS**  
built on top of the DSP's

**RESEARCH**  
that matters



# Pipe-agnostic

The best DSP for your  
unique client needs

Goodway proprietary  
technology built on top  
of DSP trading partners

GOING BEYOND THE DSP'S  
ALGORITHM TO PROVIDE AMAZING  
PERFORMANCE AND INSIGHTS



# DATA

Fully integrated  
with every major  
data partner

MasterCard Advisors

webbula

Alliant

TransUnion

bluekai

dg Peer39

V12 group

Forbes

Add This

D&B

nielsen

acxiom

Colligent

Arcametrics

TruSignal

eyeota

LOTAME  
BEYOND TARGETING™

neustar

Integral  
Ad Science

DATA CRATIC

IRI  
Growth delivered.

crosspixel  
PERFORMANCE DATA

Experian  
A world of insight

Semcasting

Behavior  
a KBI GROUP company

IXI™

exelate





# Measuring Success

# KEEPING YOU ON THE RIGHT TRACK WITH WORLD-CLASS TECHNOLOGY

Everyone in programmatic has an algorithm story. It would be surprising to hear of a company that doesn't. Goodway Group has algorithms too, but our story doesn't end there. Beyond algorithms, we have developed a comprehensive suite of tech solutions to enhance your campaign results and keep you on the right track. From pre-bidding solutions to optimizations, our technical innovations safeguard your impressions and maximize your media dollars.



## Serving ads to real people with site, user and IP-based fraud prevention

With over four million fraudulent IP addresses rotating into circulation daily, it's not a stretch to believe fraudsters are impacting your campaign ROI. We aggressively combat fraud to help your campaigns run more effectively. We start by applying blacklists from Pixelate that block malicious sites, users and IP addresses. Malicious users often eat up thousands of impressions and get by frequency caps, so we detect and suppress these users with our advanced technology. Next, our data scientists developed learning algorithms that monitor all impressions to predict and prevent undesirable impressions from being purchased, which led us to remove 13 fraud-filled SSPs from our ecosystem. Sound too good to be true? Our anti-fraud initiatives deliver results — an external vendor verified that we have lower fraud rates than all our competitors.



## Running ads on legitimate sites with fraud prevention algorithm

We comb millions of sites with an algorithm based on SEO principles to root out the bad apples. Our proprietary technology proactively monitors how recently sites were updated, how quickly traffic patterns change, and how well integrated the site's social presence is with its core site. This data allows us to sniff out and remove bad sites from our campaigns before you ever run an ad on them.



## Preventing ad overload multi-device frequency-capping

Frequency-capping is a standard practice; yet, most advertisers still waste about 20% of impressions on users who have already seen the optimal number of messages. Goodway takes frequency capping to the next level by customizing frequency levels for each campaign. We've developed an algorithm that determines the best frequency cutoff for each individual campaign, based on that campaign's data. Of course, we didn't stop there — the frequency cap is applied across all devices, taking into account the entirety of a user's internet activity. What does all this mean for you? Our advanced algorithms and mechanisms prevent wasted media dollars and protect your buyers from annoying ad overload.





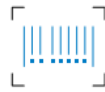
## Preventing delivery spikes from daily DSP server resets

DSP servers reset at midnight in their ad server's time zone, giving fresh daily budgets to the campaign every 24 hours. This can result in over-delivery at the beginning of each reset, which can potentially spend most of a campaign's daily budget within the first hour of the day. We automatically adjust bids on all campaigns to prevent this surge in delivery and make sure that you are delivering ads to the right users at the right time.



## Attributing credit wholly with full-path optimization using RealValue®

Most conversion attribution models favor the last-ad-seen approach, which gives credit only to the user's last interaction with an ad, which creates approximately 20% waste in ad campaigns. This leads to disproportionately giving credit to sites like email clients, which users visit throughout the day, and ignores all other sites that a user visited prior to converting. Our RealValue® algorithm focuses on full-path conversion analysis. Instead of only looking at the last impression seen, we analyze all impressions that contributed to the conversion to better understand user behavior and optimize your campaigns.



### Uncovering new converters with untargeted audience discovery

All campaign converters have dozens of pieces of data attached to their anonymous digital IDs, that might not align with your campaign's initial targeting. Goodway collects this untargeted data along the full conversion path to identify patterns and uncover additional insights about your converters. How can you take advantage of this additional data? We'll create new audiences for you to target in future campaigns based on these data points.



### Reaching consumers across all devices

We reviewed several cross-device technologies to land on a solution that we believe is best in class. Reaching consumers across all devices during all stages of the purchase funnel was key. Then, offering reporting that details the overlap between devices closed the deal. Why should you care? Our choice technology optimizes and informs targeting strategies so that your campaigns work smarter not harder.



### Storing and crunching data on a massive scale

Advanced analysis in programmatic isn't possible without consuming and storing tons of raw campaign data. With access to our technology partners' APIs, we have the ability to warehouse all the data we generate. We can then analyze and use that data to write state-of-the-art algorithms that enhance your campaigns. Storing billions of rows of data is expensive, but you never have to worry about those costs – you only benefit from how we use the data.



# Promotional and Strategic Partnerships

Our Partnerships come in the form of the data and tech stack that we have purposefully built for our clients. Whether you need a DMA specific research question asked, or a unique way to integrate your first party data, Goodway has done it, and because of our experience and scale, we have access that others do not. The end result – your media dollars work harder and smarter towards your goals.



# Punch above your weight class

## RESEARCH



## PARTNER INTEGRATIONS



## TECH INFRASTRUCTURE





# Social Media

To run social media effectively is another matter altogether and that's where Goodway's research, strategy and experience comes together in paid social.

Paid social is built on Programmatic Pipes and that's why a partner like Goodway is uniquely positioned to drive results beyond other companies.

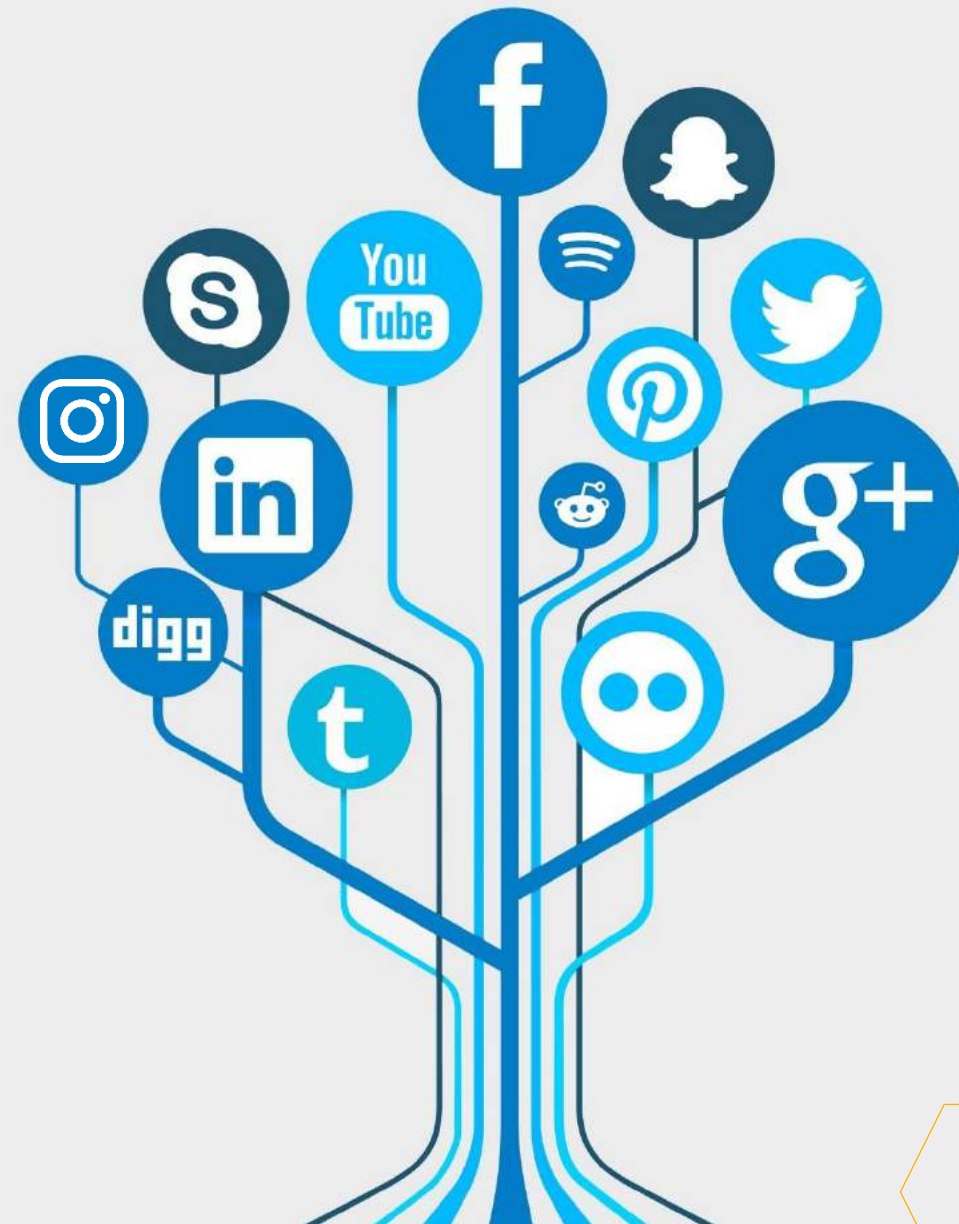




# Why Goodway for Paid Social?



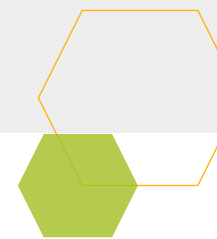
Because paid social is built on programmatic pipes,  
**Anyone can run your media, but we have the experts to help you better plan, calculate and measure every decision.**



**200+**  
experts driving towards your goals

**70+**  
experienced media traders on staff

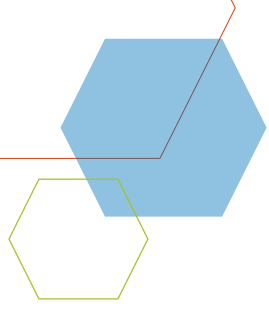
**1,000+**  
programmatic campaigns activated monthly





# Create a cohesive strategy across all digital channels and social platforms.





When a one size fits all answer won't cut it, we have

# The best connections for your unique client needs.

Quick responses so your social ads launch faster



Goodway group

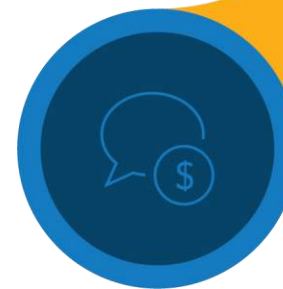
Hot-button social media point of views



Leading social network research, benchmarks and tips



Beta tests of the newest paid social products







## Paid Search (SEM)

SEM is a key source for how all of us search for our next vacation and adventure. Visit SLO CAL needs to have an expert in this space ensuring that it is maximizing the strategy and results. Goodway is expertly built to service SEM in ways that no other company can.

From a strategic POV, this also will lend further data to the holistic view of the campaign and inform display and search as well as vice versa.

# Paid Search

## WE MAKE IT EASY



KEYWORD LIST BUILDING



AD COPY WRITING



CAMPAIGN OPTIMIZATION



IN-DEPTH REPORTING



GOAL METRIC SETTING



BENCHMARKING



WEBSITE A/B TESTING



ONLINE/OFFLINE CONGRUENCY



CUSTOMER JOURNEY ANALYSIS

PARTNERSHIPS WITH THE  
BEST INDUSTRY PLATFORMS

eMarketer.  SpyFu  ADSPERT

Are they taking  
meaningful actions?

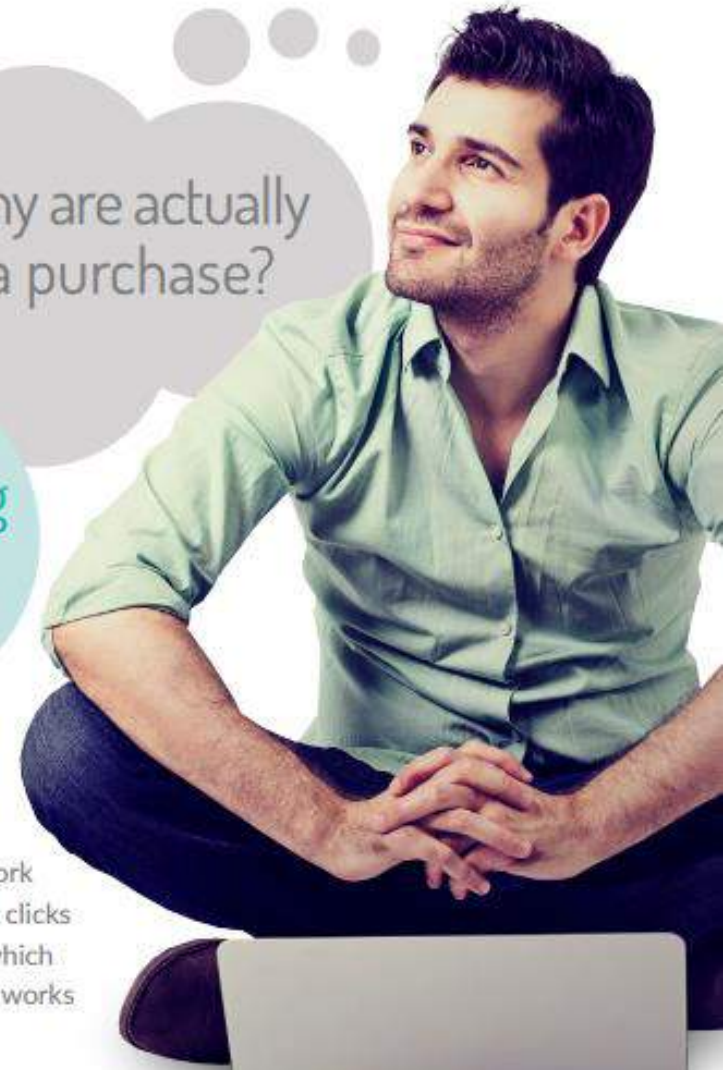
How many are actually  
making a purchase?

What are users  
doing after the click?

Are they engaging  
with the brand?

## ACTIONABLE INSIGHTS

Clicks are nice, but conversions pay the bills. We help clients take the guesswork out of conversion optimization campaigns and derive actionable insights from clicks to make data-informed decisions that drive better results. By understanding which website elements are driving the most engagement, you can do more of what works and less of what doesn't.







# Research and Analytics

We offer some of the most insightful, timely, and well-organized campaign reporting in the industry.

Our account services team uses Tableau™ to provide visually compelling tables, charts, and dashboards, which allow you to gather insights about your campaign and not just data. We provide a granular look at almost any element of a campaign, such as performance by site, time of day, conversion reporting, time to conversion, and creative.

We also have developed a one of kind algorithm for full path attribution. This tech allows for the most granular insights into data along the path of conversion in the industry. It has been trademarked as RealValue™.



## **Provide an overview of how you determine success:**

- Goodway uses RealValue™, our proprietary attribution algorithm, as a campaign performance measurement tool. RealValue™ takes into account all factors that lead to a certain conversion, instead of just analyzing the last ad seen.
- RealValue™ is measured on an indexing scale which allows for a more perfectly tuned optimization process across multiple campaign factors.
- The RealValue™ attribution algorithm is more accurate and effective than the standard Last Ad Seen model. Side by side comparisons have show optimizations using RealValue™ produce nearly a 30% increase in performance over Last Ad Seen!

## **What are the analytic tools or services that you use, and what type of information will you be reporting back to VSC monthly as it relates to meeting our objectives?**

- Since our RealValue™ tool allows us to analyze *all* touch points on the path to conversion, we're able to report back with very deep insights into what type of factors lead to conversions and ultimately meet your campaign's goals. For example, we can provide insight into what time of day, day of week, type of browser and ad format lead to the most conversions, and bid higher on impressions with these characteristics.





**Please define how your analytics can be converted into insights, and how the insights will help guide us in making decisions on how we market in the future:**

These types of analytics can be converted into insights for your team to utilize in future marketing efforts. Below are some examples of actual reporting insights we provide based on our different performance metrics:

- Time of Day: 11PM, 5AM, and 1PM were optimal times for conversions. Parents are often balancing family and career and these are key points during the day: before work, lunch break, and prior to bed.
- Day of Week: In order to capitalize on the highest converting days, Monday and Sunday, weight was shifted from Friday, which did not perform as well. This time period is on the heels of weekend activity and prior to full swing of work week.

# RealValue™



# RealValue™



## What is RealValue?

RealValue™ is Goodway's **proprietary attribution algorithm** that analyzes conversions from multiple touch points and measures the full potential of a factor.

## How is RealValue™ measured?

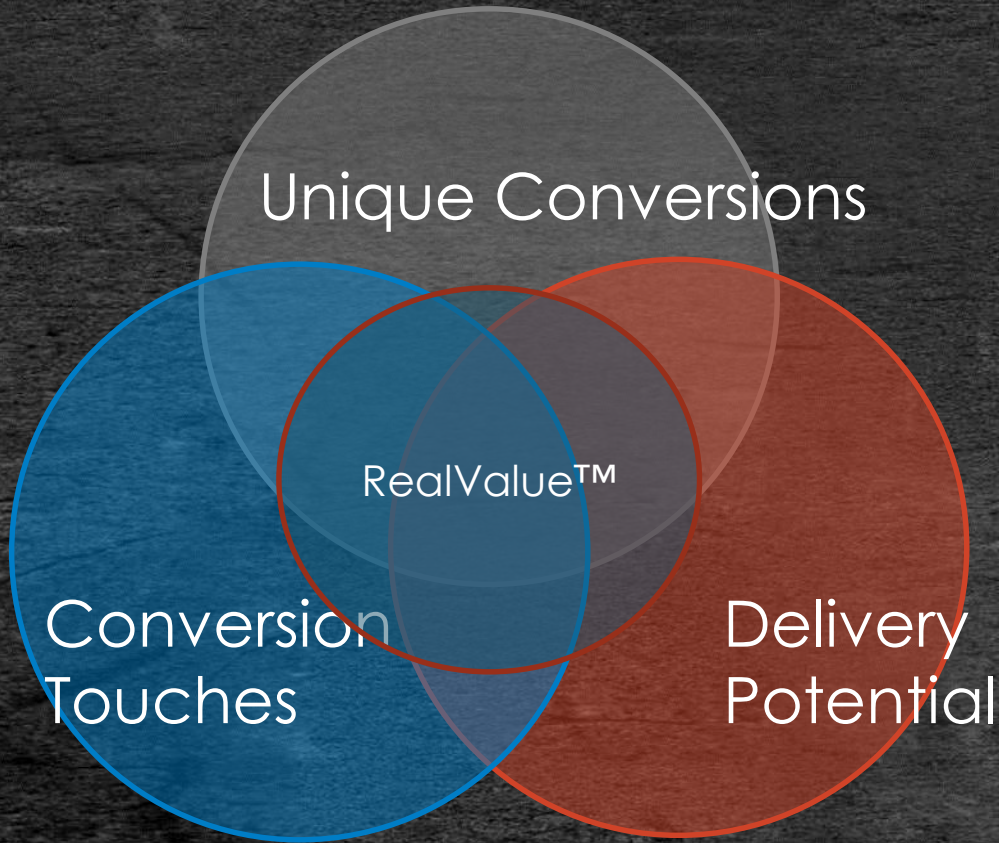
RealValue™ is measured on an indexing scale which allows for a more **perfectly tuned optimization process** across multiple campaign factors.

## How does Goodway use RealValue™?

RealValue™ is used as a **campaign performance measurement**. As new data is introduced, RealValue's algorithmic model intelligently adjusts, assigning credit to factor values along the conversion path. This allows us to shift spend away from underperforming media and toward more profitable factors.



# RealValue™

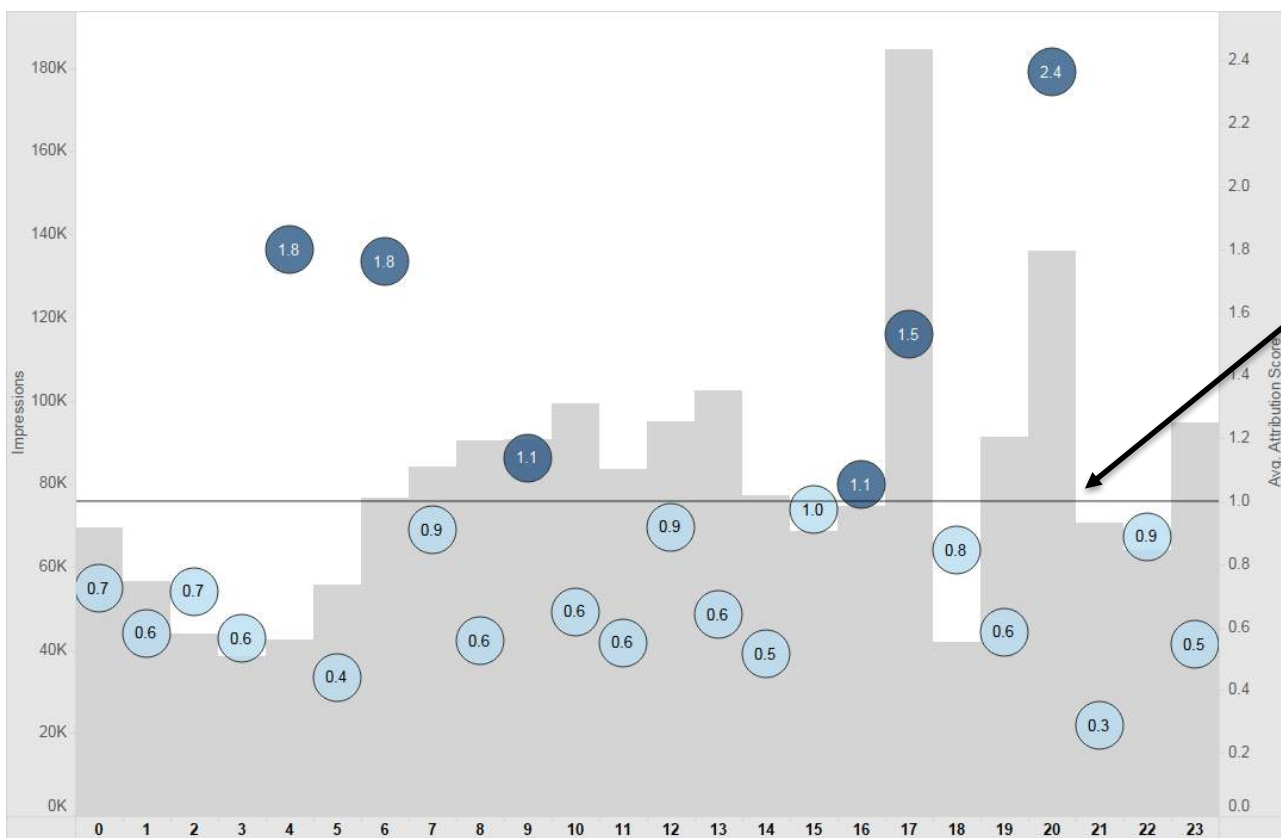


RealValue looks at **ALL** of the touches that led to a conversion in order to identify the true value of each campaign factor and uncover elements that have been influencing high value conversions, which were previously hidden under last view reporting.

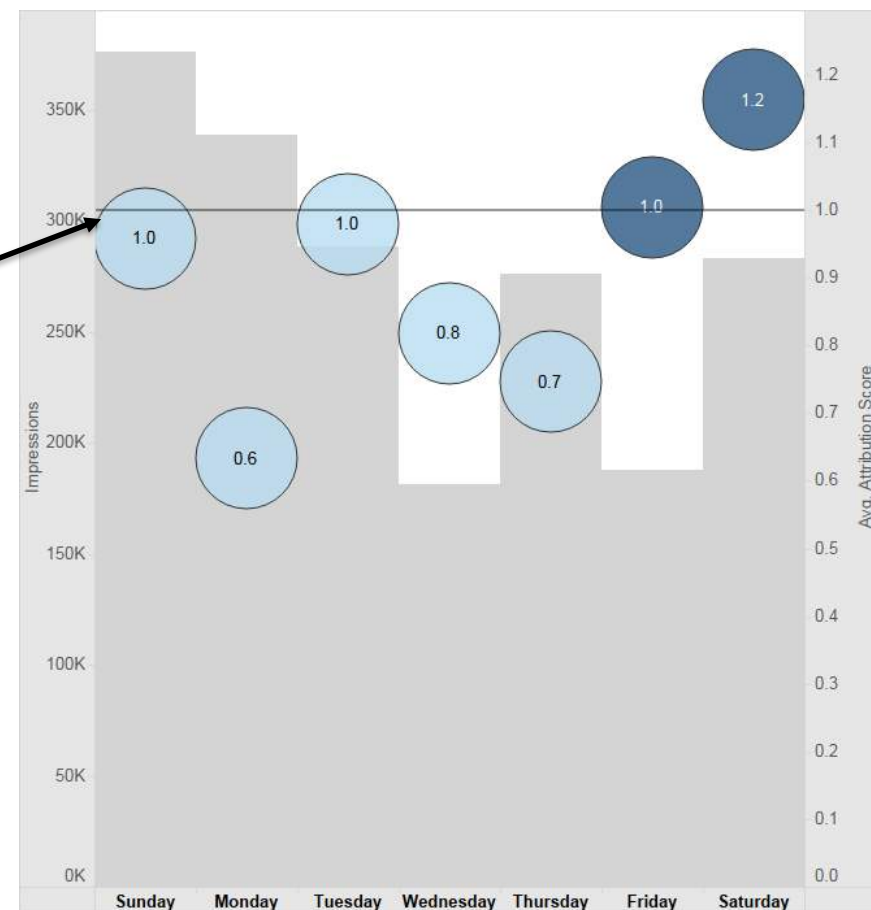
The RealValue™ attribution algorithm is more accurate and effective than the standard Last Ad Seen model. Side by side comparisons have show optimizations using RealValue™ produce nearly a 30% increase in performance over last ad seen!

# Campaign Performance – Time of Day & Day of Week

- In this example, we can see that impressions served at 7PM are 2.4 times more likely to be involved in a conversion over impressions at 4PM. Our trader uses this information to optimize to peak performance. We would bid higher on 7PM impressions and reduce bids in light blue circles to level up to peak performance.



Peak performance







Example Client Report



# Executive Summary

## Flight Dates:

- Sleeping Beauty 4/10-5/25
- Robbins the Concert 4/17-5/27

## Target:

### Sleeping Beauty

- W25-64 who are college educated
- Families
- Young Professionals

### Robins The Concert

- W25-64 who are college educated
- College Students
- Young Professional

## Geo:

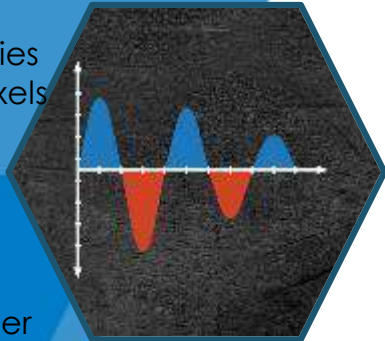
- Boston DMA
- Select heavy up zips

## Goal:

- Revenue
- Ticket Sales

## KPI Definitions:

- eCPA: effective Cost Per Action
  - Total Cost divided by total site activities
  - Site activities include and "hits" to pixels for user served an ad
- eCPL: effective Cost Per Lead
  - Total Cost divided by total leads
  - Each sale is a lead
  - Users can purchase multiple tickets per sale/lead



## Delivery Summary:

Impressions: 4,000,495  
 CTR: 0.10%  
 eCPA: \$1.65\*  
 Leads: 455 @ \$66.87  
 eCPL\*  
 Revenue: \$96,005  
 \*See below.

**369.25%**  
**ROAS**

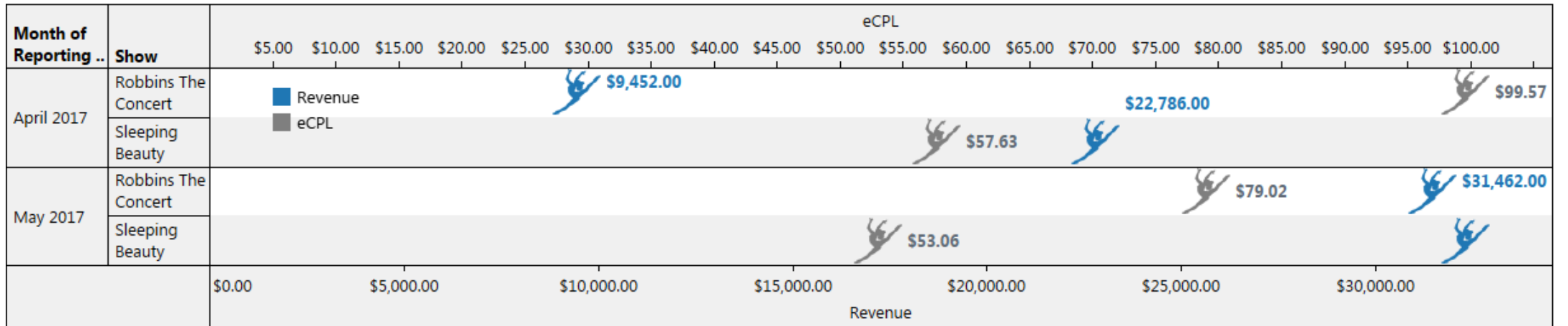
## Revenue Breakout:

Sleeping Beauty: \$55,091  
 Robbins the Concert:  
 \$40,914

- The reported eCPA & eCPL are based on total spend, however, Goodway provided \$4,426.03 in value added impressions. The adjusted KPIs are as follows:
  - eCPA: \$1.41
  - eCPL: \$57.14

# Campaign Overview

Month of ..	Show	Impressions	CTR	Total Activities Cnt	ecpa	Leads	eCPL	Revenue	Total Spend
April 2017	Robbins The Concert	575,814	0.11%	1,916	\$2.23	43	\$99.57	\$9,452.00	\$4,281.72
	Sleeping Beauty	787,126	0.13%	3,173	\$1.85	102	\$57.63	\$22,786.00	\$5,878.69
	<b>Total</b>	<b>1,362,940</b>	<b>0.12%</b>	<b>5,089</b>	<b>\$2.00</b>	<b>145</b>	<b>\$70.07</b>	<b>\$32,238.00</b>	<b>\$10,160.42</b>
May 2017	Robbins The Concert	1,515,423	0.08%	6,579	\$1.77	147	\$79.02	\$31,462.00	\$11,616.49
	Sleeping Beauty	1,122,132	0.11%	6,730	\$1.29	163	\$53.06	\$32,305.00	\$8,649.13
	<b>Total</b>	<b>2,637,555</b>	<b>0.09%</b>	<b>13,309</b>	<b>\$1.52</b>	<b>310</b>	<b>\$65.37</b>	<b>\$63,767.00</b>	<b>\$20,265.62</b>
<b>Grand Total</b>		<b>4,000,495</b>	<b>0.10%</b>	<b>18,398</b>	<b>\$1.65</b>	<b>455</b>	<b>\$66.87</b>	<b>\$96,005.00</b>	<b>\$30,426.03</b>



- Performance continued to improve throughout the campaign as we made adjustments to back end ad groups, shifted mobile in app budget to display and retargeted mobile clicks among other optimizations.
- Month over month we saw a **24% decrease in eCPA** and a **6.7% decrease in eCPL**.
- 68% of sales were generated in May. This was the result of a 114% increase in sales from April to May.

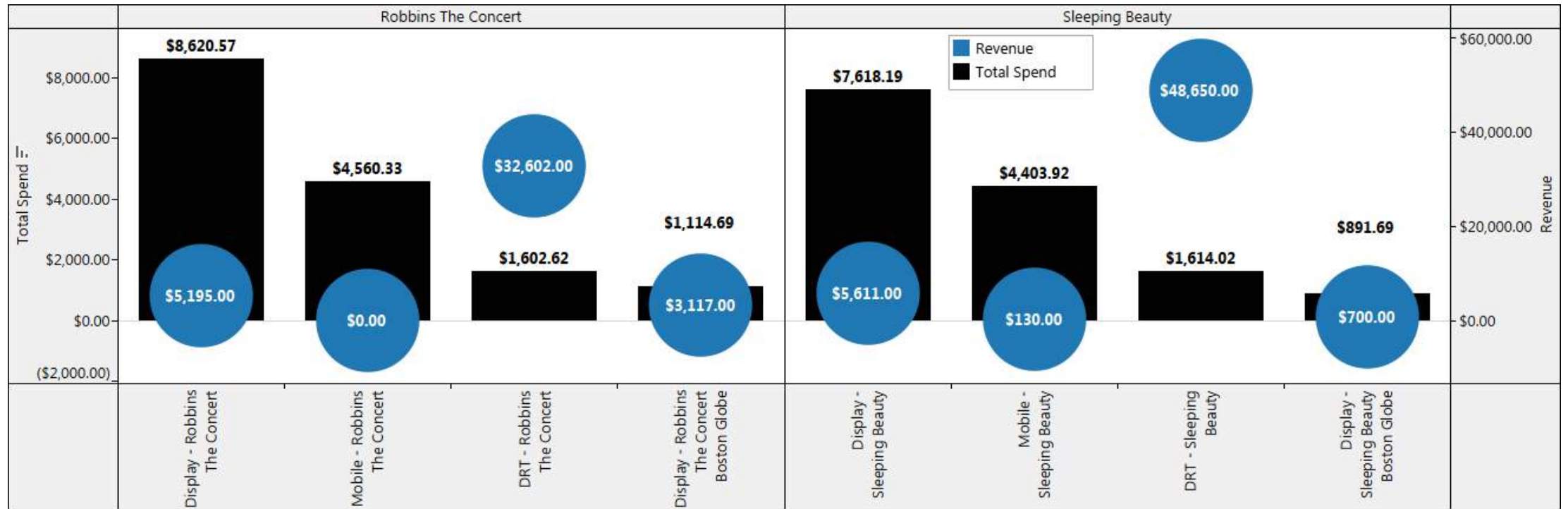
# Tactic Overview

Show	IO Tactic - Placement	Buy Tactic	Impressions	CTR	Total Activities Cnt	ecpa	Leads	eCPL	Revenue	Total Spend
Robbins The Concert	Display - Robbins The Concert	Category Contextual	315,038	0.10%	434	\$5.99	5	\$519.81	\$1,053.00	\$2,599.06
		Keyword Contextual	224,646	0.03%	509	\$3.64	11	\$168.48	\$2,330.00	\$1,853.33
		ST	130,122	0.13%	310	\$3.46	5	\$214.70	\$879.00	\$1,073.51
		XDBT	375,112	0.08%	439	\$7.05	6	\$515.78	\$933.00	\$3,094.67
		<b>Total</b>	<b>1,044,918</b>	<b>0.08%</b>	<b>1,692</b>	<b>\$5.09</b>	<b>27</b>	<b>\$319.28</b>	<b>\$5,195.00</b>	<b>\$8,620.57</b>
	Display - Robbins The Concert Boston ..	ST	185,782	0.03%	261	\$4.27	11	\$101.34	\$3,117.00	\$1,114.69
		<b>Total</b>	<b>185,782</b>	<b>0.03%</b>	<b>261</b>	<b>\$4.27</b>	<b>11</b>	<b>\$101.34</b>	<b>\$3,117.00</b>	<b>\$1,114.69</b>
	DRT - Robbins The Concert	XDBT	213,682	0.06%	5,959	\$0.27	152	\$10.54	\$32,602.00	\$1,602.62
		<b>Total</b>	<b>213,682</b>	<b>0.06%</b>	<b>5,959</b>	<b>\$0.27</b>	<b>152</b>	<b>\$10.54</b>	<b>\$32,602.00</b>	<b>\$1,602.62</b>
	Mobile - Robbins The Concert	Mobile Hyperlocal	116,590	0.25%	59	\$13.93	0		\$0.00	\$821.96
		Mobile In App Category Contextual	163,572	0.06%	188	\$6.13	0		\$0.00	\$1,153.18
		Mobile In App XDBT	281,187	0.15%	248	\$7.99	0		\$0.00	\$1,982.37
		<b>Total</b>	<b>646,855</b>	<b>0.13%</b>	<b>583</b>	<b>\$7.82</b>	<b>0</b>		<b>\$0.00</b>	<b>\$4,560.33</b>
	<b>Total</b>	<b>2,091,237</b>	<b>0.09%</b>	<b>8,495</b>	<b>\$1.87</b>	<b>190</b>	<b>\$83.67</b>	<b>\$40,914.00</b>	<b>\$15,898.21</b>	
Sleeping Beauty	Display - Sleeping Beauty	Category Contextual	339,147	0.11%	577	\$4.85	5	\$559.59	\$988.00	\$2,797.96
		Keyword Contextual	195,865	0.08%	313	\$5.16	8	\$201.99	\$1,485.00	\$1,615.89
		ST	164,025	0.13%	460	\$2.94	5	\$270.64	\$1,061.00	\$1,353.21
		XDBT	224,380	0.10%	255	\$7.26	6	\$308.52	\$2,077.00	\$1,851.14
		<b>Total</b>	<b>923,417</b>	<b>0.10%</b>	<b>1,605</b>	<b>\$4.75</b>	<b>24</b>	<b>\$317.42</b>	<b>\$5,611.00</b>	<b>\$7,618.19</b>
	Display - Sleeping Beauty Boston Globe	ST	148,613	0.02%	198	\$4.50	3	\$297.23	\$700.00	\$891.68
		<b>Total</b>	<b>148,613</b>	<b>0.02%</b>	<b>198</b>	<b>\$4.50</b>	<b>3</b>	<b>\$297.23</b>	<b>\$700.00</b>	<b>\$891.68</b>
	DRT - Sleeping Beauty	XDBT	215,203	0.07%	7,682	\$0.21	237	\$6.81	\$48,650.00	\$1,614.02
		<b>Total</b>	<b>215,203</b>	<b>0.07%</b>	<b>7,682</b>	<b>\$0.21</b>	<b>237</b>	<b>\$6.81</b>	<b>\$48,650.00</b>	<b>\$1,614.02</b>
	Mobile - Sleeping Beauty	Mobile Hyperlocal	94,375	0.24%	51	\$13.10	0		\$0.00	\$668.18
		Mobile In App Category Contextual	147,329	0.19%	57	\$18.30	0		\$0.00	\$1,043.09
		Mobile In App XDBT	254,648	0.15%	194	\$9.29	1	\$1,802.91	\$130.00	\$1,802.91
		<b>Total</b>	<b>622,023</b>	<b>0.17%</b>	<b>418</b>	<b>\$10.54</b>	<b>1</b>	<b>\$4,403.92</b>	<b>\$130.00</b>	<b>\$4,403.92</b>
	<b>Total</b>	<b>1,909,258</b>	<b>0.12%</b>	<b>9,903</b>	<b>\$1.47</b>	<b>265</b>	<b>\$54.82</b>	<b>\$55,091.00</b>	<b>\$14,527.83</b>	
<b>Grand Total</b>			<b>4,000,495</b>	<b>0.10%</b>	<b>18,398</b>	<b>\$1.65</b>	<b>455</b>	<b>\$66.87</b>	<b>\$96,005.00</b>	<b>\$30,426.03</b>

- The best performance throughout the campaign was generated by the cross device retargeting with 389 total sales. This is in part due to some of the mobile click retargeting that was implemented.
- Keyword Contextual (19 sales) and Site Targeting (24 sales) also generated positive performance.
  - The top performing keywords were: Tickets Boston, Tickets, Concert, Things to do in Boston
  - The top performing sites were: Lifescript.com, Businessinsider.com, Smithsonianmag.com, Minq.com, FoodNetwork.com



# Tactic Overview



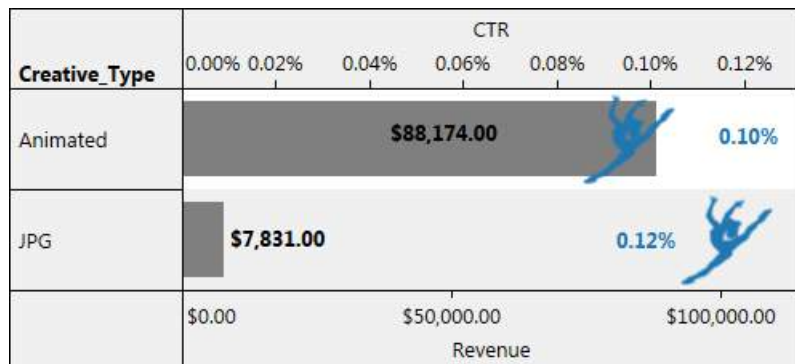
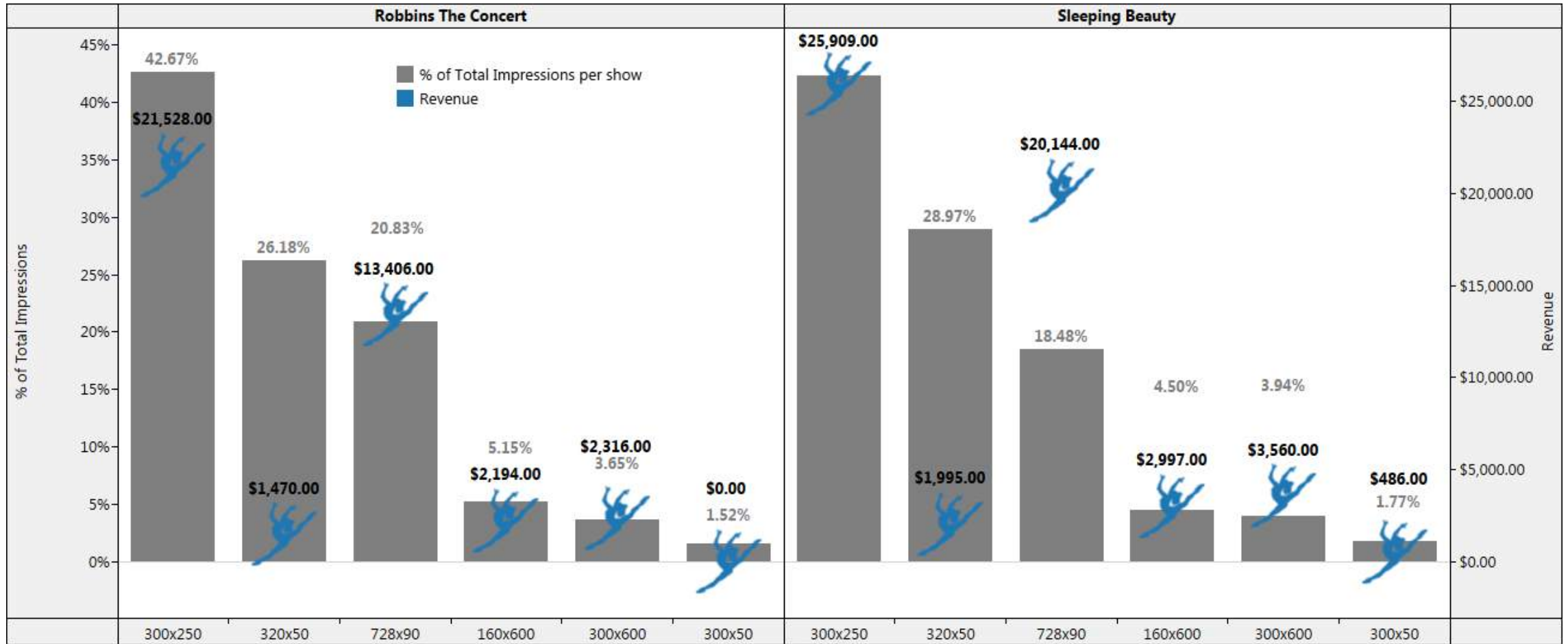
- The above visual of the tactic performance by show.
- Mobile In app is difficult to track as users on ios devices need to opt in for this tracking (about 20% opt in). Some attribution is lost, however we are able to capture some users on their desktop device via the retargeting as well as retargeting off mobile clicks. We shifted budget off of mobile in the final push.

# Creative Overview

Show	Creative_Type	Creative Size ID	Impressions	CTR	Total Activities Cnt	ecpa	Leads	eCPL	Revenue	Total Spend
Robbins The Concert	Animated	300x250	868,944	0.09%	4,183	\$1.57	95	\$69.16	\$21,528.00	\$6,569.73
		300x600	76,364	0.08%	300	\$2.08	13	\$48.11	\$2,316.00	\$625.41
		728x90	434,635	0.06%	2,258	\$1.43	59	\$54.77	\$13,366.00	\$3,231.30
		<b>Total</b>	<b>1,379,943</b>	<b>0.08%</b>	<b>6,741</b>	<b>\$1.55</b>	<b>167</b>	<b>\$62.43</b>	<b>\$37,210.00</b>	<b>\$10,426.43</b>
	JPG	160x600	107,701	0.13%	607	\$1.45	13	\$67.71	\$2,194.00	\$880.28
		300x50	31,748	0.11%	67	\$3.80	0		\$0.00	\$254.39
		300x250	23,446	0.00%	99	\$1.74	0		\$0.00	\$172.72
		300x600	8	0.00%	0		0		\$0.00	\$0.06
		320x50	547,455	0.11%	979	\$4.25	9	\$461.94	\$1,470.00	\$4,157.45
		728x90	936	0.00%	2	\$3.44	1	\$6.87	\$40.00	\$6.87
		<b>Total</b>	<b>711,294</b>	<b>0.11%</b>	<b>1,754</b>	<b>\$3.12</b>	<b>23</b>	<b>\$237.90</b>	<b>\$3,704.00</b>	<b>\$5,471.78</b>
	<b>Total</b>	<b>2,091,237</b>	<b>0.09%</b>	<b>8,495</b>	<b>\$1.87</b>	<b>190</b>	<b>\$83.67</b>	<b>\$40,914.00</b>	<b>\$15,898.21</b>	
	Sleeping Beauty	Animated	160x600	85,705	0.14%	574	\$1.22	17	\$41.11	\$2,997.00
300x250			793,130	0.11%	4,127	\$1.43	115	\$51.33	\$24,493.00	\$5,902.73
300x600			75,221	0.08%	791	\$0.77	24	\$25.35	\$3,560.00	\$608.40
728x90			352,063	0.10%	2,981	\$0.91	89	\$30.57	\$19,914.00	\$2,720.52
<b>Total</b>			<b>1,306,119</b>	<b>0.11%</b>	<b>8,473</b>	<b>\$1.17</b>	<b>245</b>	<b>\$40.53</b>	<b>\$50,964.00</b>	<b>\$9,930.59</b>
JPG		160x600	125	0.00%	0		0		\$0.00	\$0.95
		300x50	33,812	0.10%	131	\$2.08	4	\$68.21	\$486.00	\$272.85
		300x250	15,194	0.00%	116	\$0.98	5	\$22.79	\$1,416.00	\$113.93
		300x600	27	0.00%	0		0		\$0.00	\$0.20
		320x50	553,194	0.13%	1,182	\$3.56	10	\$420.34	\$1,995.00	\$4,203.38
		728x90	787	0.00%	1	\$5.90	1	\$5.90	\$230.00	\$5.90
<b>Total</b>		<b>603,139</b>	<b>0.13%</b>	<b>1,430</b>	<b>\$3.21</b>	<b>20</b>	<b>\$229.86</b>	<b>\$4,127.00</b>	<b>\$4,597.23</b>	
<b>Total</b>		<b>1,909,258</b>	<b>0.12%</b>	<b>9,903</b>	<b>\$1.47</b>	<b>265</b>	<b>\$54.82</b>	<b>\$55,091.00</b>	<b>\$14,527.83</b>	
<b>Grand Total</b>			<b>4,000,495</b>	<b>0.10%</b>	<b>18,398</b>	<b>\$1.65</b>	<b>455</b>	<b>\$66.87</b>	<b>\$96,005.00</b>	<b>\$30,426.03</b>

- This campaign had one creative version per show. We recommend testing A/B versions of creative with two separate calls to action such as "Buy Now" and "Reserve Tickets Today" to see what generates the best performance.

# Creative Overview



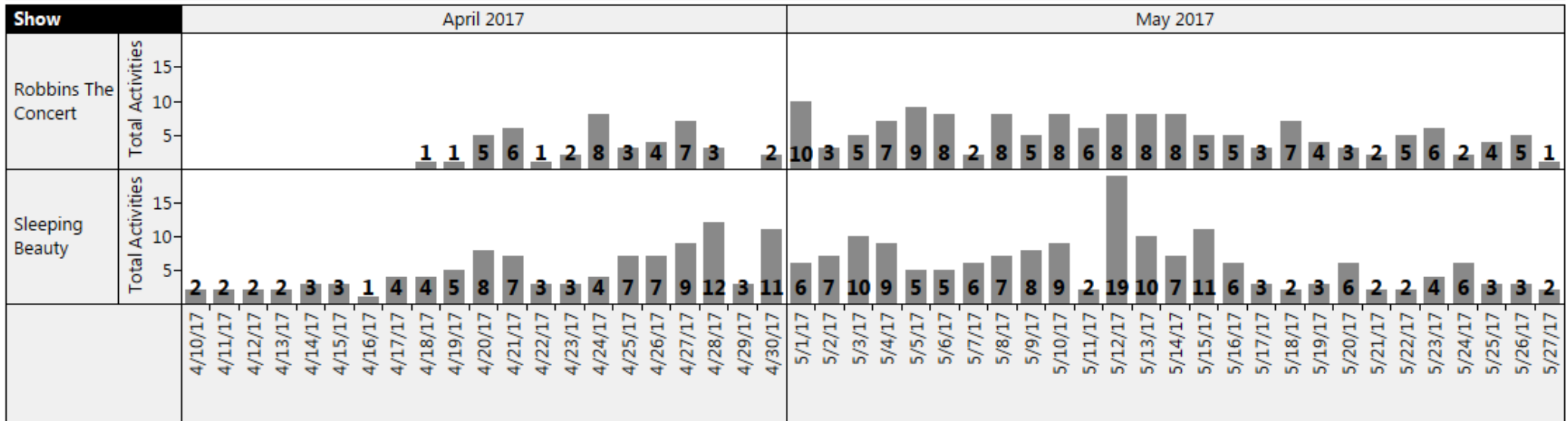
- The above represents ad size by show. The **300x250** ad size had the overall best performance generating **49% of the total revenue**.
- To the left is a chart showing animated versus JPG ads. The JPG ads generated a higher CTR but that did not translate to sales.



# Activities Overview

Show	Activity	Post Clicks	Post Impressions	Total Activities
Robbins The Concert	Boston Ballet Homepage~IP1713876	66	3,699	3,765
	Boston Ballet Purchase~IP1713876	3	187	190
	Boston Ballet Robbins LP~IP1713876	1,021	1,590	2,611
	Boston Ballet Sleeping Beauty LP~IP1713876	45	1,884	1,929
	<b>Total</b>	<b>1,135</b>	<b>7,360</b>	<b>8,495</b>
Sleeping Beauty	Boston Ballet Homepage~IP1713876	127	4,091	4,218
	Boston Ballet Purchase~IP1713876	8	257	265
	Boston Ballet Robbins LP~IP1713876	33	1,231	1,264
	Boston Ballet Sleeping Beauty LP~IP1713876	1,175	2,981	4,156
	<b>Total</b>	<b>1,343</b>	<b>8,560</b>	<b>9,903</b>
<b>Grand Total</b>		<b>2,478</b>	<b>15,920</b>	<b>18,398</b>

## Sales by day



- In the Activities overview at top you can see that some users were served a Robbins ad and then ended up on the Sleeping Beauty Landing page and vice versa.

# Ticket Sales Overview

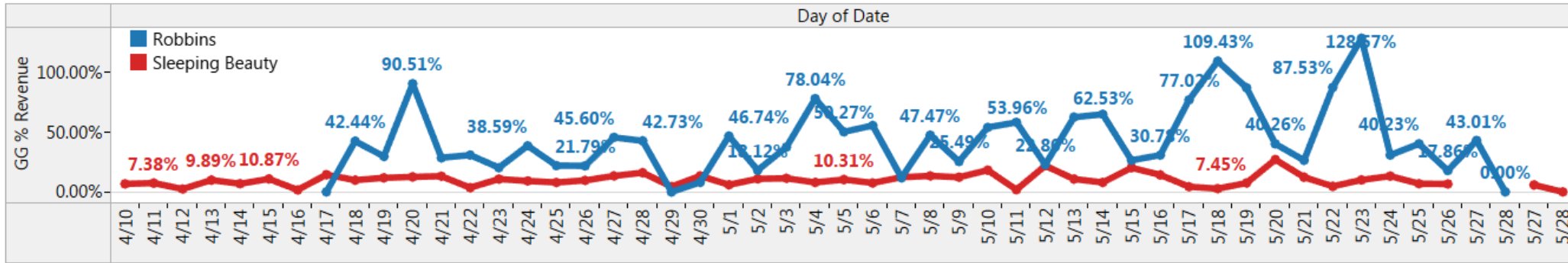
Show	Week of Date	Total Sales	Goodway Lead	GG % Sales	Total Revenue	Goodway Revenue	GG % Revenue
Sleeping Beauty	April 9, 2017	494	14	2.83%	\$45,128.00	\$3,258.00	7.22%
	April 16, 2017	733	32	4.37%	\$69,974.00	\$6,572.00	9.39%
	April 23, 2017	1,134	45	3.97%	\$107,960.00	\$11,018.00	10.21%
	April 30, 2017	1,109	53	4.78%	\$106,582.00	\$10,069.00	9.45%
	May 7, 2017	1,056	61	5.78%	\$93,717.00	\$12,207.00	13.03%
	May 14, 2017	872	38	4.36%	\$79,061.00	\$8,778.00	11.10%
	May 21, 2017	351	20	5.70%	\$34,394.00	\$2,949.00	8.57%
	May 27, 2018	45	2	4.44%	\$4,140.00	\$240.00	5.80%
	May 26, 2019	1	0	0.00%	\$99.00	\$0.00	0.00%
	<b>Total</b>		<b>5,795</b>	<b>265</b>	<b>4.57%</b>	<b>\$541,055.00</b>	<b>\$55,091.00</b>
Robbins	April 16, 2017	126	14	11.11%	\$9,436.00	\$3,393.00	35.96%
	April 23, 2017	263	27	10.27%	\$19,261.00	\$5,691.00	29.55%
	April 30, 2017	311	44	14.15%	\$25,979.00	\$10,111.00	38.92%
	May 7, 2017	333	45	13.51%	\$25,710.00	\$10,000.00	38.90%
	May 14, 2017	167	35	20.96%	\$12,887.00	\$6,782.00	52.63%
	May 21, 2017	138	25	18.12%	\$11,063.00	\$4,937.00	44.63%
	May 28, 2017	1	0	0.00%	\$70.00	\$0.00	0.00%
	<b>Total</b>		<b>1,339</b>	<b>190</b>	<b>14.19%</b>	<b>\$104,406.00</b>	<b>\$40,914.00</b>
<b>Grand Total</b>		<b>7,134</b>	<b>455</b>	<b>6.38%</b>	<b>\$645,461.00</b>	<b>\$96,005.00</b>	<b>14.87%</b>

- Data here is blended from Google Analytics and Goodway's advertising. This slide shows both the percent of Goodway's overall sales and revenue by week from the overall sales/revenue.
- Sleeping Beauty sales were strongest but the Goodway percent of revenue for Robbins was higher.

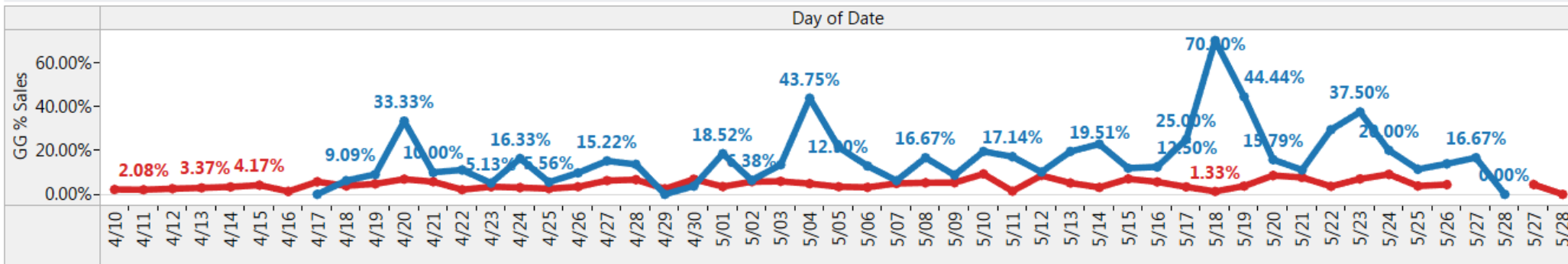
# Daily % of Sales/Revenue



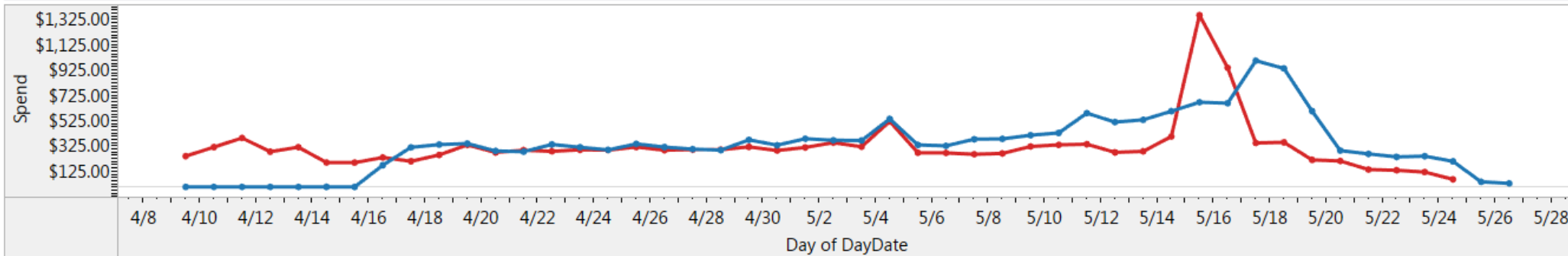
%Revenue-% of Goodway Revenue versus total revenue per show



%Sales-% of Goodway Sales versus total revenue per show

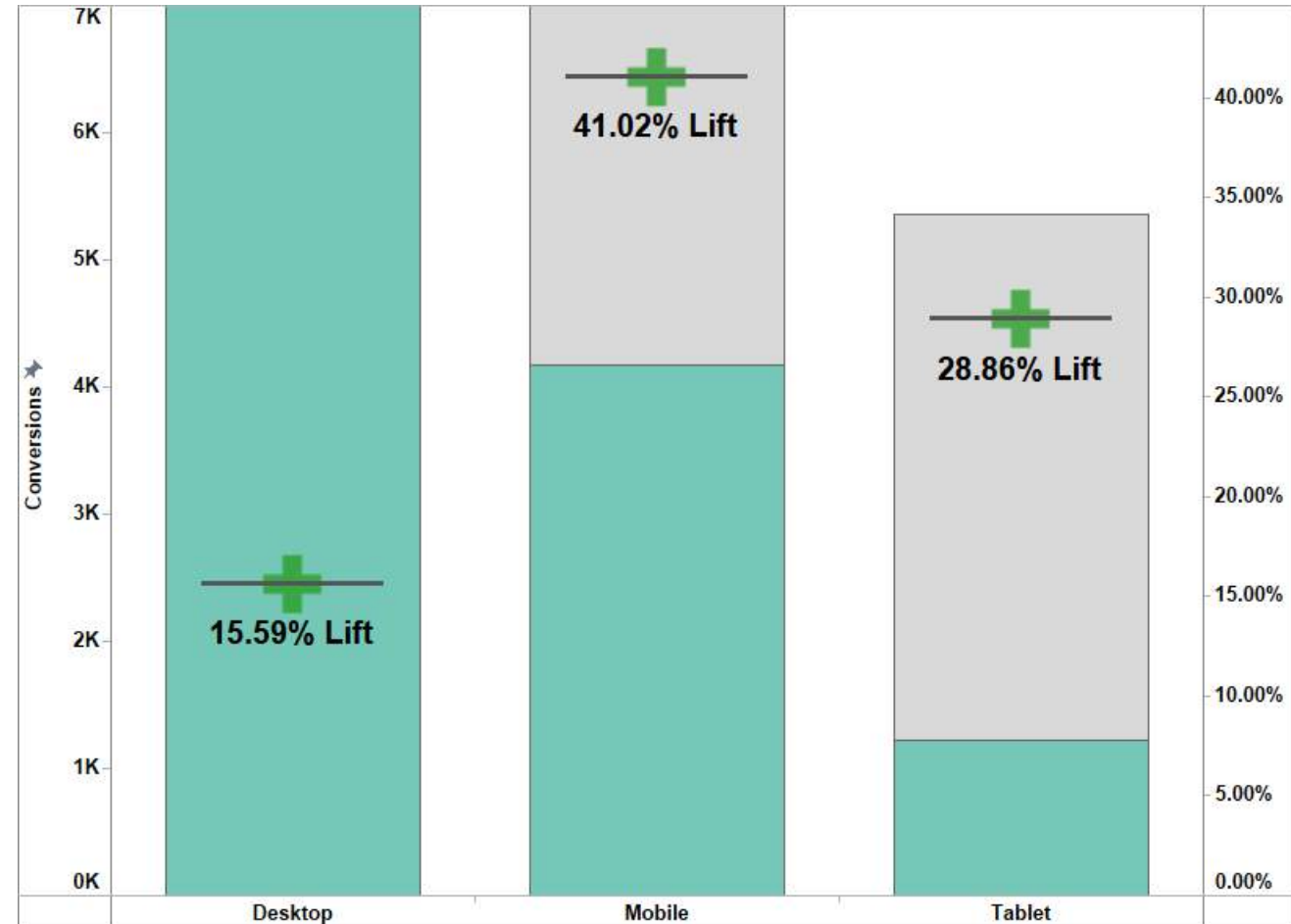
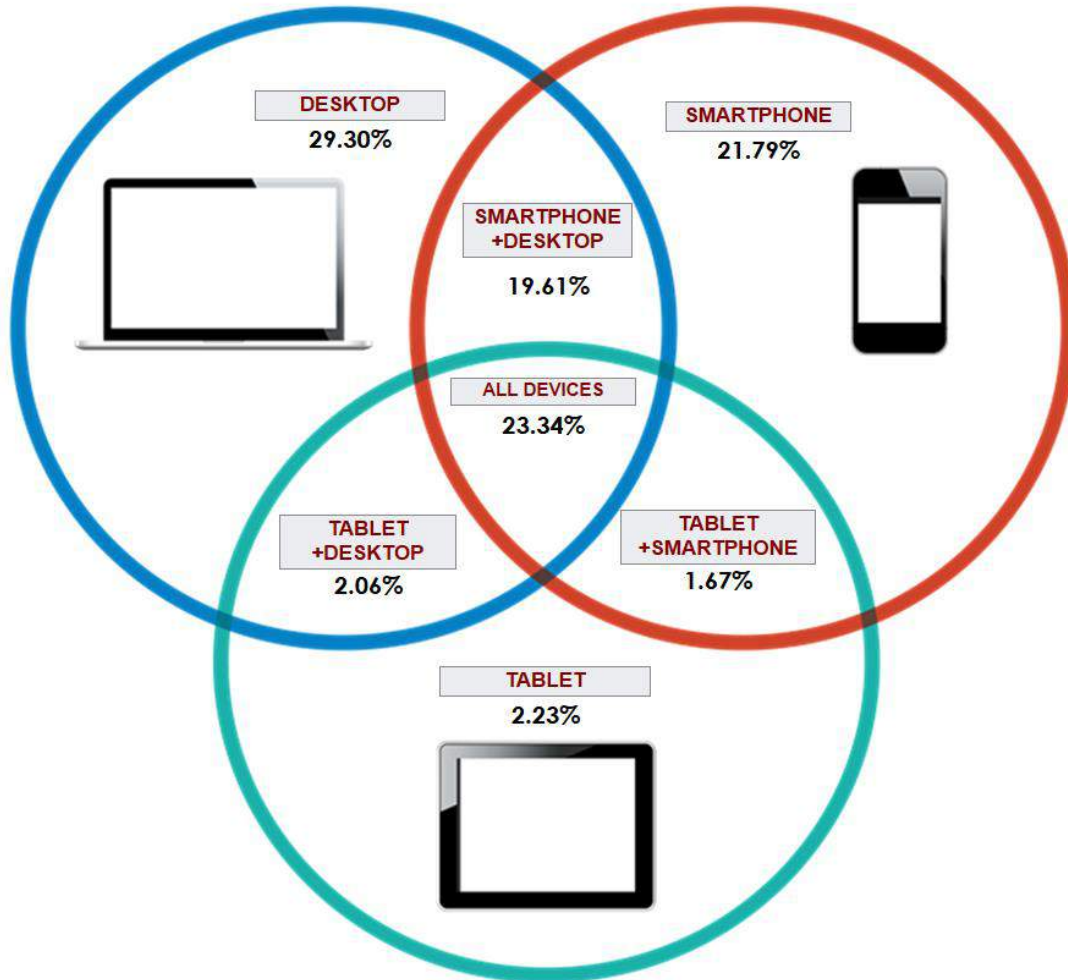


Daily Spend by Show- Goodway Digital spend per show, per day



These charts show the Goodway % of revenue/sales versus ad spend (bottom chart) by day.





- Above is the proportioning of impressions across all devices with 23.34% delivered to all device types. This chart only represents May.

- The highest conversion lift throughout the campaign was in mobile devices, meaning users were first served an ad on another device and then converted on desktop.

# Cross Device Sales



Show	Device Type	XD Conversions	Total Conversions	Lift in Conversions
Robbins	Desktop	65	173	37.57%
	Mobile	0	12	0.00%
	Tablet	0	5	0.00%
	<b>Total</b>	<b>65</b>	<b>190</b>	<b>34.21%</b>
Sleeping Beauty	Desktop	57	241	23.65%
	Mobile	8	17	47.06%
	Tablet	3	7	42.86%
	<b>Total</b>	<b>68</b>	<b>265</b>	<b>25.66%</b>
<b>Grand Total</b>		<b>133</b>	<b>455</b>	<b>29.23%</b>

- The above represents only the sales conversions throughout the campaign. Of the 455 sales, 133 (29%) were a result of implementing cross device.

# Pixel Revision



Activity Date/Time	Show	Total Conversions	Total Revenue
5/24/2017 12:28	the sleeping beauty	1	120
5/24/2017 12:30	the sleeping beauty	1	160
5/24/2017 15:39	robbins/the concert	1	150
5/24/2017 17:01	the sleeping beauty	1	60
5/24/2017 19:45	the sleeping beauty	1	160
5/24/2017 21:49	robbins/the concert	1	40
5/24/2017 22:05	the sleeping beauty	1	125
5/25/2017 8:30	the sleeping beauty	1	160
5/25/2017 10:40	robbins/the concert	1	480
5/25/2017 11:49	the sleeping beauty	1	160
5/25/2017 18:00	the sleeping beauty	1	208
5/25/2017 20:35	the sleeping beauty	1	208
5/25/2017 22:01	robbins/the concert	1	297
5/25/2017 23:27	the sleeping beauty	1	160
5/26/2017 10:32	robbins/the concert	1	88
5/26/2017 11:36	robbins/the concert	1	80
5/26/2017 13:20	robbins/the concert	1	120
5/26/2017 18:31	robbins/the concert	1	80
5/26/2017 20:12	robbins/the concert	1	160
5/26/2017 20:26	robbins/the concert	1	75
5/26/2017 22:26	robbins/the concert	1	75
5/26/2017 23:07	the sleeping beauty	1	208
5/27/2017 6:51	the sleeping beauty	1	160
5/27/2017 15:14	the sleeping beauty	1	240
5/27/2017 16:27	the sleeping beauty	1	80

- In the final week of the campaign we revised the revenue pixel to break out revenue by show (see snapshot to the left). After testing we found that it was still blended, meaning that Each conversion would show with all shows (assuming user bought more than one product) along with total revenue. We have since provided a revision to the pixel code which will separate products and revenue per conversion. This revision has not yet been implemented.
- We are geared up to provide reporting for upward of 50 products if the revised pixel code is implemented. We would recommend running a test.





# Co-Op

Goodway has a tremendous amount of Co-Op experience. In fact, we have developed a specific team dedicated to this business structure within Goodway. Examples of this are found in many different verticals including some very large, complex ones such as Automotive and Quick Serve Restaurants.

Goodway has built a system that allows us to activate on Co-Op opportunities easily and effectively, over and over again.



**Closing the digital gap in**  
**COOPERATIVE MARKETING**



# Digital should be an effective part of local and regional marketing.



Franchises and local corporate offices have long used in-market broadcasting effectively.

WHY SHOULD DIGITAL BE ANY DIFFERENT?





# On-brand, on-message, and inescapably local.

National campaigns should  
complement local efforts.

AND VICE VERSA.





# Yet, too often, digital is used ineffectively.

Or it isn't used at all.

*Why?*

RELATIONSHIP-BASED BUNDLING.

A LACK OF EXPERTISE.

ADMINISTRATIVE HASSLES (BILLING, ETC.)

MEASUREMENT CHALLENGES.

# We knock out co-op administrative headaches.

Nothing to collect or submit.



EVERYTHING  
COVERED  
AUTOMATICALLY  
EACH MONTH.





# Co-op Case Study

## PROVIDING A TURNKEY DIGITAL PROGRAM FOR 60+ PORSCHE DEALERSHIPS



911 YOY SALES BY MONTH



### CHALLENGE

Media must drive meaningful and measurable shopper actions, individually targeted to each dealer's unique market and specific website.

### STRATEGY

- Display and paid-search (SEM) targeted to each dealer's unique market
- Administrative organization ahead of time with web vendor & co-op
- Tracked meaningful shopper actions

### SUCCESS

During the **2-month flight**, the participating 66 dealerships saw an **82% lift** in site visitation. The campaign generated thousands of lower-funnel activities each week, which translated to dealerships seeing a **75% lift** in lead generation compared to the national average.



# Travel and Administration

With the expectation of quarterly in-person meetings and monthly virtual meetings, we do not see any additional costs that Goodway would incur and bill VSC for. We are more than happy to fly out the appropriate personnel to attend the meetings as needed and the Account Director and Account Manager are both local to Southern CA.



## 9.4 INNOVATION CASE STUDY





## CAMPAIGN BACKGROUND

Moving is a stressful experience, filled with tons of decisions. Hire movers or pay your friends with pizza for their help? Keep your old furniture or buy new furniture? Get cable at your new house or try out satellite or streaming services? The cable industry aims to take the stress out of that last decision, by providing movers with multiservice offers. It's a win-win, as consumers receive attractive offers and the cable companies keep customers in their ecosystem.

To achieve this win-win, our client, a cable industry marketing group, collaborates with Goodway on digital media and data strategy and relies on Goodway for campaign execution. Our years-long partnership has led to a deep relationship built on trust and transparency. The campaign has taken many shapes over the years as the ad tech market has evolved. What started as a simple banner campaign is now a multichannel execution that uses a layered media and data strategy. The past year has been especially momentous as we have taken campaign performance to new heights by incorporating an offline-to-online data strategy, which allows us to reach users at every stage of their moving journey.





## CAMPAIGN OBJECTIVES

The overall objective of the campaign is to generate leads for the companies providing TV, internet and phone services, also known as multiservice operators or MSOs. We achieve this objective by identifying and attracting the moving population in every stage of the moving process. Our goal is to get movers to fill out a lead form with their address and zip code to route them to their local MSO's website. We try to hit as low an effective cost per lead (eCPL) as possible, with a current goal to keep the eCPL under \$10.

We dedicate a portion of the campaign's annual budget to testing. Our testing program allows us to seek out the newest programmatic opportunities and evaluate them, without affecting the performance of the primary campaign. We use the testing budget to try out new data segments, targeting methods, and media placements. We've uncovered several successful tactics through testing over the past year, including dedicated email blasts, specific site-direct placements with Trulia and Zillow and changing the structure of our Facebook campaigns.



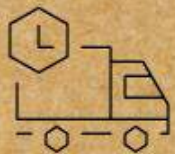
## STRATEGY

We target the moving audience in several different ways. Our biggest focus is on how to best use data to target moving consumers. We use a combination of offline and online data layered on top of our media buys to find our audience. Additionally, we've also placed strategic site-direct buys on real estate websites and email newsletters to reach our target audience.

### Offline Data Strategy

One of the primary ways we reach our client's audience is through targeting offline mover data, which is refreshed daily. We upload this unique data into various platforms such as Facebook, Amazon and

our preferred demand-side platform to match it to online users whom we can then target. These data files are updated daily. Our strategy is to reach these users in every place possible to remind them to sign up for a new cable offer, so we target users as they shop, as they browse the web and as they navigate through their social feeds. We also create look-alike models from the offline data to reach users who are similar in profile and behavior to our target moving audience. This technique allows us to scale our audience since the moving data is limited. Often, we've seen better results with the look-alike model than the offline data itself.



Once consumers disconnect their cable services, the clock starts ticking to get them to stay onboard. We target anonymous offline mover data and use it to build online segments that target audiences across various platforms and tactics:





## Online Data Strategy

We also use online data in various ways, including both third-party and first-party data. We target the standard third-party data segments, focusing on new movers, mortgage-seekers and users looking for cable or internet services. We continuously optimize these segments and add new relevant segments as they appear and weed out segments that don't perform or aren't cost-effective.

Using our client's first-party data is key to our success. We have placed pixels on their site and retarget users who have hit the landing page but did not fill out the lead form. We also create look-alike models from these audiences to extend our reach and improve retargeting performance. Finally, we target users who are out of the area for the particular MSO page they are visiting when they start to fill out a widget to get information about their local MSO, but abandon the widget before completing it.



### Third-Party Data

- In-market for real estate
- In-market for cable or internet
- "New mover" demographic



### First-Party Data

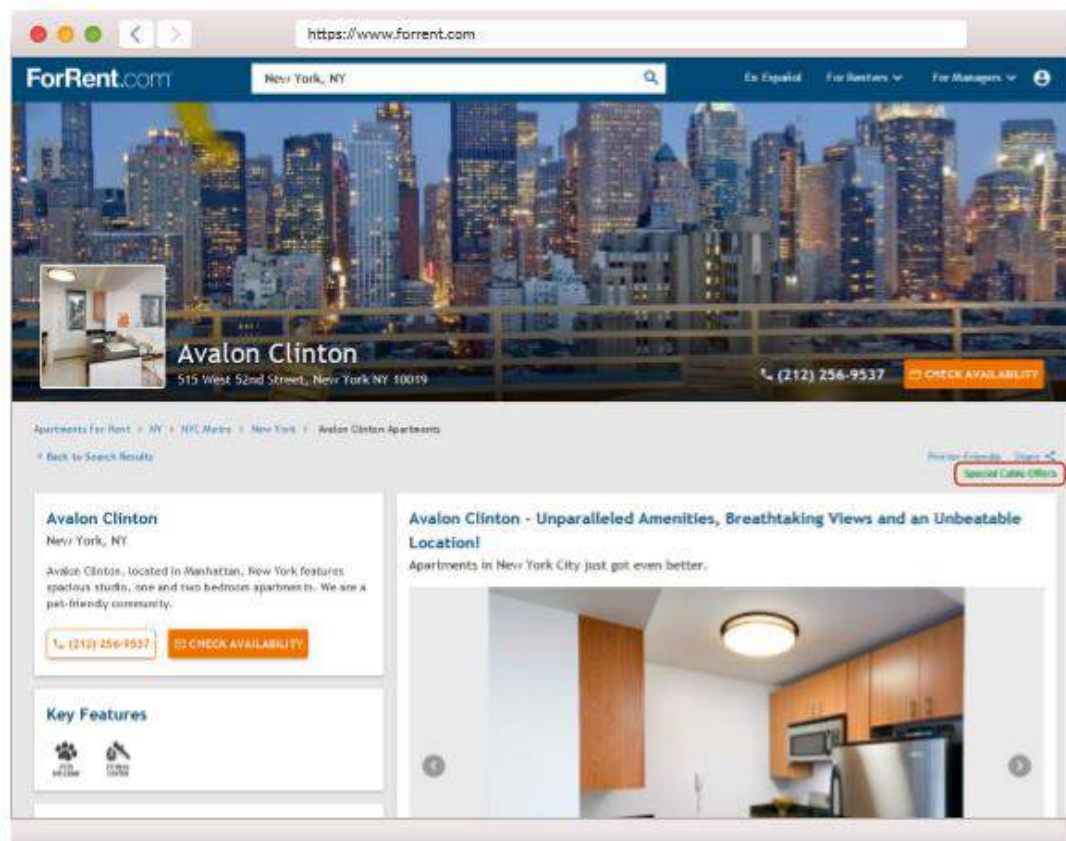
- Domain retargeting
- Widget retargeting
- Look-alike modeling



## Site-Direct Strategy

We have placed several strategic site-direct buys with all the major real estate websites, including Zillow, Trulia, Realtor, Homes, For Rent, Apt Ratings and Yellow Pages. However, we don't just place a site-direct buy and call it a day. We've taken the time to build relationships with these sites over the many years we've worked on this campaign. Our long-term relationship with our client and management of this campaign has put us at an advantage with these publishers, allowing for unique opportunities. However, we regularly test and evaluate our placements to make sure we're buying the most efficient lead-generating ads for our cable client.

On ForRent.com, we utilize link placements that users will see when they are searching for a specific property. A "Special Cable Offers" link takes them directly to the client's offers page, so the user can see who the cable provider is in the area, and what packages are available. While these placements aren't exclusive, we've worked hard to stand out by using different link colors, and other unique identifiers.



The screenshot shows a ForRent.com listing for 'Avalon Clinton' in New York, NY. The main image is a night view of the Manhattan skyline. Below the main image is a smaller photo of an apartment interior. The listing text includes the address '515 West 52nd Street, New York NY 10019', a phone number '(212) 256-9537', and a 'CHECK AVAILABILITY' button. A 'Special Cable Offers' link is highlighted with a red box. A line from this box points to a larger callout box below the screenshot.

**Special Cable Offers**





Zillow is another site that has provided us with a unique opportunity. After looking up a property on Zillow, you can click on the Home Expenses section to get a sense of estimated costs of living in the house. Our ads take you straight to see an offer, with the address of the property pre-populated in the lead form. Right now, we are the only advertiser utilizing the address pass-through feature. We tested this placement before adding it to the main campaign, and we found that pre-populating the address led to a 56% increase in leads for this tactic, and contributed toward a 24% increase in overall leads when we implemented it in March 2017.

While we don't run email marketing for our client, we can leverage email's high-performance impact by placing in-email banners in category-specific newsletters. We target email newsletters geared toward movers, renters and general real estate and home design enthusiasts. We even have an exclusive dedicated email placement with ForRent.com, which is one of our top lead-generating placements. It's been a successful strategy, largely because these newsletters are all opt-in, indicating a highly engaged and tightly targeted audience.



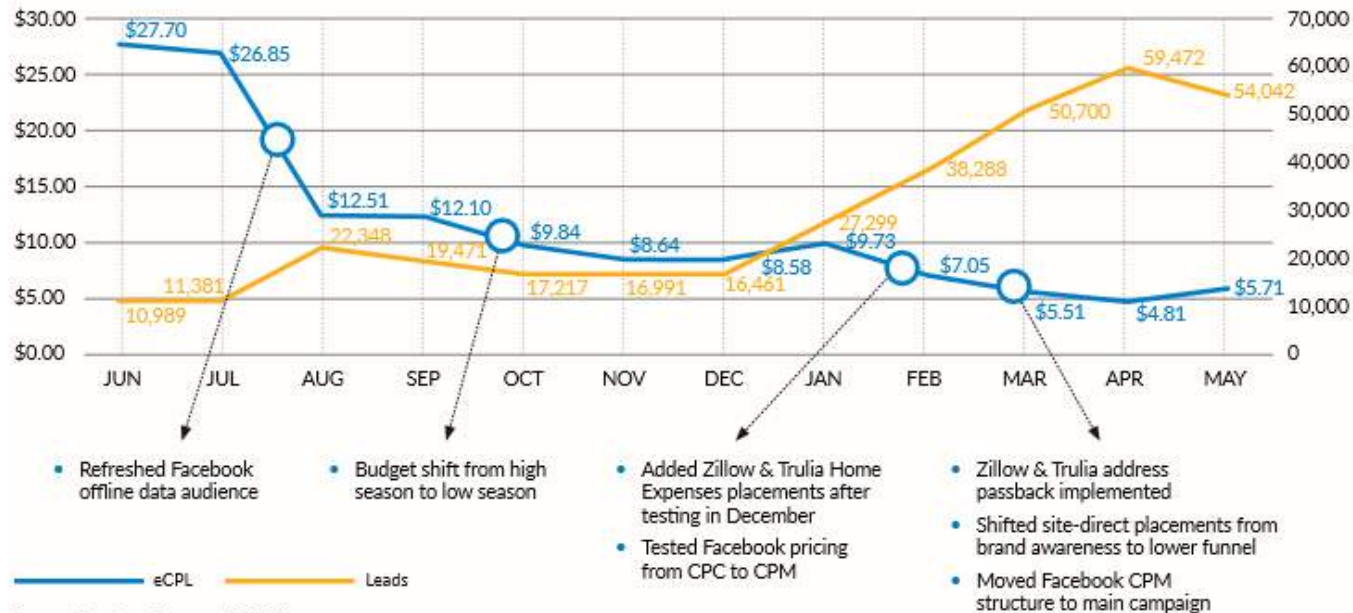




## RESULTS

Our strategy has produced successful results for our client. We've seen an impressive 79% drop in our eCPL and 80% increase in leads over the past 12 months. Our offline data and site-direct strategies have resulted in the biggest month-over-month gains. Testing has proved to be a crucial element in finding new performance drivers, and the immediate impact of adding tested tactics to the overall campaign is clear.

### eCPL and LEAD PERFORMANCE



Source: Goodway Group and CTAM

**+80%**  
INCREASE  
IN LEADS

**-79%**  
DROP IN eCPL

## 9.5 WORK PLAN

Goodway has perfected the “process” of research, planning, launch, optimization and reporting/insights.

We have a very comprehensive approach that is outlined in the following slides.



RFP



Strategize



Recommend



Approval



Launch



Optimize



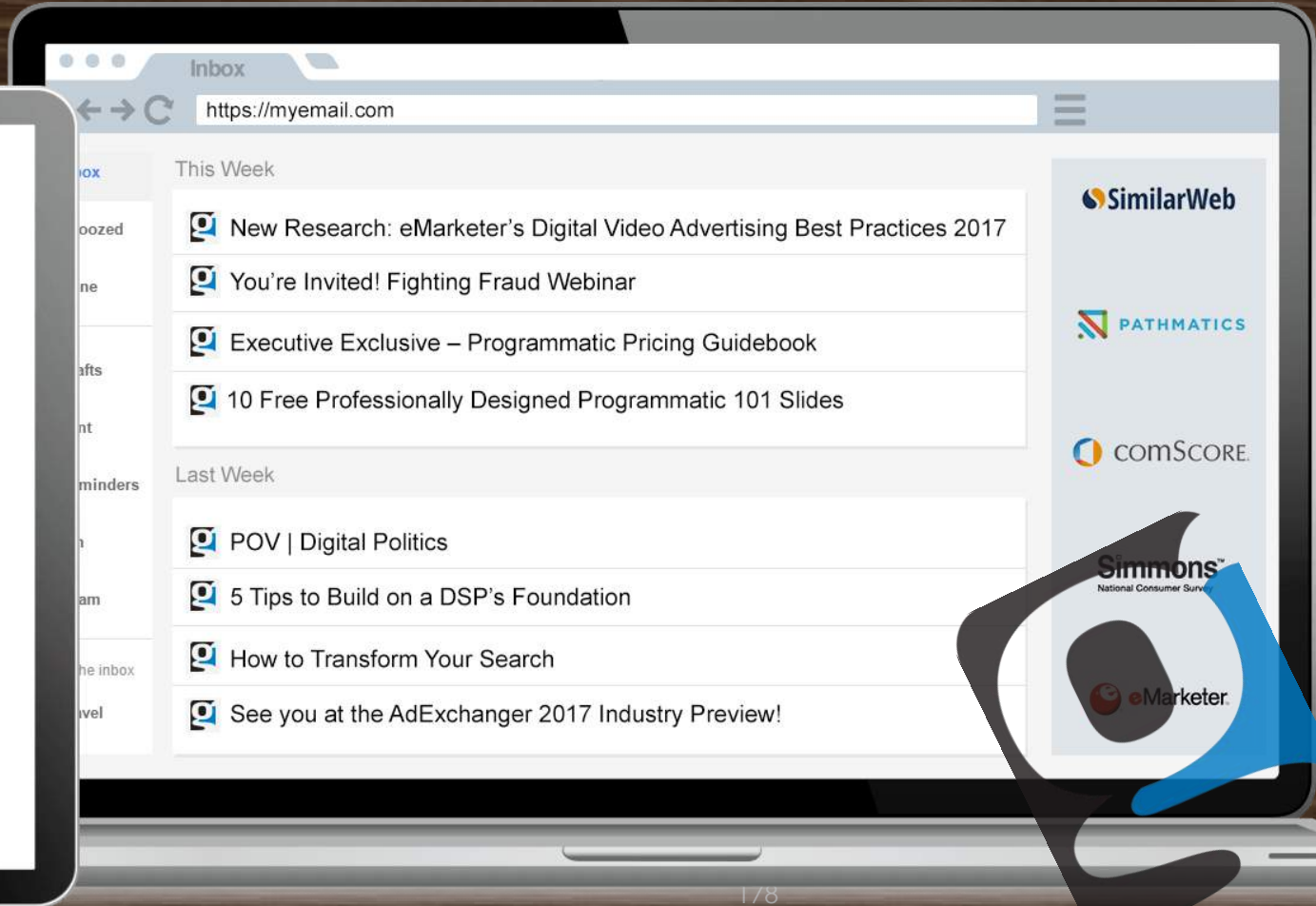
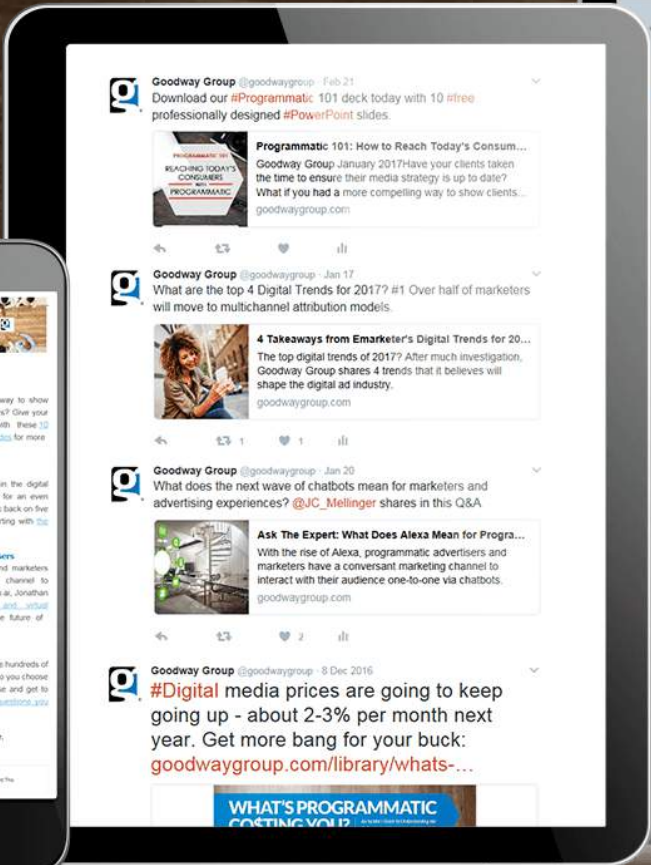
Report

# Research

Understanding what you need

Who: Digital Strategy Director  
Account Director

Timing: depends on complexity of the research.  
Generally 3 to 5 days.





RFP

Strategize

Recommend

Approval

Launch

Optimize

Report

# Strategy Pieces

Who:  
Account Director  
Digital Strategy  
Director  
Media Strategist  
Account Manager

Timing:  
Out of this effort will  
be delivered a  
strategy deck  
complete with  
research, strategy  
and tactics.

Generally 3-5 business  
days.

Bids

Demo

Measurement

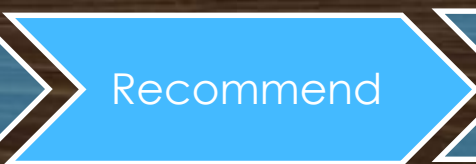
Platform

Data

Behavioral

Retargeting

Viewability



Objectives are checked

Don't target an Audience....



deliver ads to the  
**RIGHT CONSUMER,**  
on the **RIGHT SCREEN,**  
with the **RIGHT MESSAGE**





Brief

Strategize

Recommend

Approval

Launch

Optimize

Report

# Evaluation and Setup

Ensuring all pieces are in place for launch

KPI's  
Confirmed

Creative  
Materials

Reporting  
Agreed

Pixels  
Created

Kick Off Call

Who:  
Account Manager  
Campaign Operations Manager  
Media Strategist  
Media Trader  
SEM Manager (if paid search)

As needed:  
Client Account Manager  
Operations Manager







It's time to go live!

Double checks and QA





# Actionable Data and Insights

**stronger**



**faster**



**smarter**



## media strategies

frequency control

Focusing on the right tactics

Data + Bidding + Site Cuts + Viewability  
..... AND BEYOND

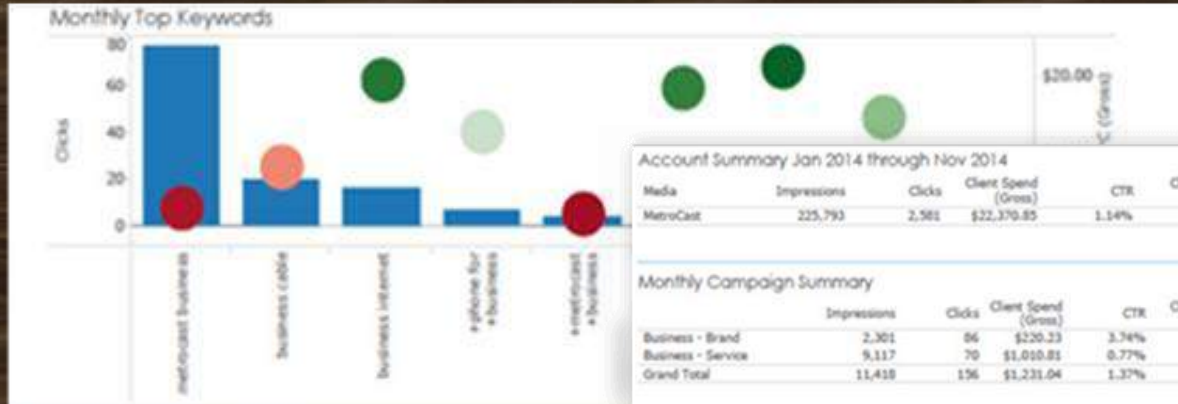






# Comprehensive Reporting

## Wrap Up and Learnings



Media	Impressions	Clicks	Client Spend (Gross)	CTR	Client CPC (Gross)
MetroCast	225,793	2,561	\$22,370.85	1.14%	\$8.67

	Impressions	Clicks	Client Spend (Gross)	CTR	Client CPC (Gross)
Business - Brand	2,301	86	\$220.33	3.74%	\$2.56
Business - Service	9,117	70	\$1,010.81	0.77%	\$14.44
Grand Total	11,418	156	\$1,231.04	1.37%	\$7.89

Month	Impressions	Clicks	Client Spend (Gross)	CTR	Client CPC (Gross)	Avg. Position
January 2014	38,394	223	\$1,579.26	0.58%	\$7.06	5.82
February 2014	12,150	136	\$745.19	1.12%	\$5.40	4.85
March 2014	17,468	150	\$1,266.92	0.90%	\$8.02	4.55
April 2014	26,284	303	\$2,661.38	1.13%	\$8.78	4.39
May 2014	23,082	275	\$2,304.44	1.19%	\$8.38	4.26
June 2014	21,967	231	\$1,737.34	1.05%	\$7.52	4.47
July 2014	28,391	294	\$2,709.60	1.04%	\$9.22	4.03
August 2014	20,290	338	\$3,486.21	1.67%	\$10.31	3.69
September 2014	13,942	271	\$3,025.35	1.94%	\$11.16	3.74
October 2014	12,199	196	\$1,624.07	1.61%	\$8.29	4.11
November 2014	11,418	156	\$1,231.04	1.37%	\$7.89	3.93
Grand Total	225,793	2,561	\$22,370.85	1.14%	\$8.67	4.26

Campaign	Top Keywords	Impressions	Clicks
Business - Brand	metrocast business	17	1
	metrocast business	2,301	86
Business - Service	business high speed internet	26	1
	business service iphone	281	1
	business cable	1,117	1
	business cable service	108	1
	business internet	5,096	1
	business internet packages	17	1
	business service internet	40	1
	cable for business	80	1
	commercial service iphone	84	1
	company iphone mobile	18	1
	company iphone service	55	1



Who:  
Account Manager  
Account Director

Timing:  
Monthly report sent within one week of end of month or end of campaign.





## 9.6 BUDGET

# Budget Allocation Recommendation



Category	% of Budget	Estimated Total
Strategic Planning and Campaign Development	0%	\$0
Media Buying, Management and Reporting	0%	\$142,500
Travel and Administration	0%	\$0
Digital Display Media	45.5%	\$435,500
Digital Video Media	0%	Included in Display
Paid Social Media	21%	\$199,500
Native Media	0%	Included in Display
SEM	33.1%	\$315,000
Broadcast (TV/Radio) Media	0%	n/a
Out of Home	0%	n/a
Other	0%	
<b>Total</b>	<b>100%</b>	<b>\$1,092,500</b>

# Budget Recommendation



As part of our approach with clients, we include many of the items that other companies may line out as a cost (i.e. Strategic Planning and Development, Media Buying, Management and Reporting, Travel and Administration).

We view this as part of the service that we provide and are the table stakes of doing business as a partner with our clients.

Our margin is included in the individual CPMs of a specific tactic on the insertion order. This margin varies based on the tactic and is inline with industry norms. This includes all of the items listed above in the first point as well as applicable tech fees (DSP access, targeting, fraud and viewability vendor fees).

As we move forward, we are happy to be transparent about our margins based on specific tactics so give Visit SLO CAL comfort and confidence in this approach.





## 9.7 INTERNAL CONTROL STRUCTURE

# Internal Control Structure



## 9.7 Internal Control Structure Please provide a discussion of your internal control structure for ensuring key controls are in place and operating effectively for such items as:

- Sales and use taxes In compliance with monthly filing requirements. Most are handled by our outside CPA firm.
- Reconciliation of pre-paid media N/A (we don't pre-pay media expenses generally speaking. If/when applicable we do so leveraging our credit with said vendors.)
- Media performance reconciliations We have a very thorough process by which our media traders submit reporting that is matched against the committed delivery. Any items with discrepancies are researched and made whole. Monthly reporting (deep analysis) is also provided as well as we have the ability to provide real-time dashboards.
- Expense approvals For media costs, expenses are reviewed and approved by the buyer. We have an authority matrix in place which we adhere to for obtaining approvals for all expenses.
- On-time, complete and detailed invoicing Our invoicing process is integrated with our monthly client media scorecards in order to ensure accuracy. All campaigns are billed within 10 business days following the end of the month, with the majority in the first 5 days.



# 10. BILLING AND RELATED REQUIREMENTS INVOICES



# Billing and Related Requirements Invoices



- Please identify any discounts you offer for payment within certain timeframes. For example, 'payment within 10 days of invoice' or something similar. **We do not offer discounts, as per industry standard.**
- \* However, as a non-profit, Visit SloCal does qualify for a 5% discount in value add media that Goodway will provide.**
- Please identify all acceptable methods of payment **We accept the following forms of payment; ACH, Check, Credit Card.**



Thank You!





# ORANGE 142™

## VISIT SLO CAL MEDIA AGENCY RFP



**EXPECT TO WIN.**  
EVERY MARKET. EVERY PROSPECT. EVERY TIME.



# EXECUTIVE SUMMARY

Austin breeds innovators and trail blazers. Orange142 is one of the best examples of the Austin breed. We are a fiercely independent, full-service Advertising Agency that specializes in brand-building strategies and integrated creative campaigns that spur engagement and produce results. Through innovation and thought leadership, Orange142 harnesses real-time advertising intelligence to power strategy, generate demand, and ensure ROI. With a cumulative 50+ years working in the travel industry, your Orange142 team is passionate about destination marketing, and we know how to prompt traveler discovery, engage visitors, and inspire action.

Orange142 has delivered custom creative solutions and digital advertising results for dozens of DMOs around the United States and worldwide. As a collaborative team, we will provide Visit SLO CAL with the most powerful combination of strategic thinking, creative advertising execution, client service, real-time reporting and branding expertise. We are a best-of-breed team.

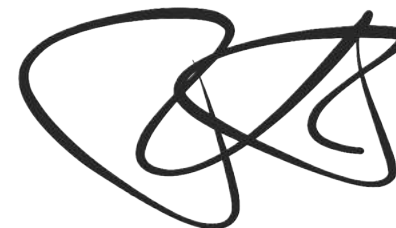
Orange142 understands the challenges destinations face as part of the increasingly competitive DMO landscape: like-minded markets stealing mind-share, stakeholders demanding ROI, and technology advancing at an exponential rate. Every DMO is coming face to face with change as destination partners and stakeholders are challenged to successfully lead their city into the future. By partnering with us, you

will work with a team that knows how to grow visitation, convert interest to bookings, engage niche B2B markets (Meeting Planners and Tour Operators) and continually fill the pipeline with credible, potential visitors. At the end of the day, we will help Visit SLO CAL measure its marketing ROI and solidify its role as a leader and trailblazer. Together, we will lead you into the future.

Orange142 has deep rooted origins in the travel industry. Travel and tourism is in our DNA, with a history of pioneering media placements and concepts for leading destinations. We don't just understand travel, we understand how to reach travelers and inspire them to take action.

We hope we have answered your questions, and look forward to demonstrating our expertise in practice with you

Sincerely,



Ross Ramon  
CEO, Orange142

# ORANGE 142™

**FOUNDED IN 2013, ORANGE142 IS A CLOSE TEAM OF DEMAND GENERATION AND DIGITAL ADVERTISING EXPERTS LOCATED IN AUSTIN, TX.**

We execute advertising strategies across an array of digital and traditional channels including Programmatic Display, Social, Paid Search, Mobile, Native, Email, Video Advertising, Print, OOH and more. In the world's constantly shifting and expanding digital landscape, where it's easy for "set it and leave it" mentalities and impersonal algorithms to steer digital advertising campaigns, we strive for the personal, collaborative and transparent. And this sets us apart.

Our team is made up of savvy digital strategists, planners and buyers; expert technicians and data analysts; content specialists; social media gurus, and personable service professionals. We love what we do and expect to win. We know our clients do too.

Orange142, LLC is a Delaware Limited Liability Company and a subsidiary of USDM Holdings, Inc. USDM Holdings is a certified Texas HUB (Historically Underutilized Business) entities and minority owned.



**Orange142 Address:** 2901 Via Fortuna Austin, Texas 78746

**Company Size:** 18 full time employees, No Subcontractors

Cumulative 50+ years of advertising experience in Travel and Tourism

**The email address of the Orange142 primary contact for Visit SLO CAL is:**

Daniel Rott: Daniel@orange142.com



# PARTNERSHIPS IN ACTION





ORANGE 142™

CERTIFIES WE DO NOT HAVE ANY CONFLICTS OF INTEREST



# EXPERIENCE OF THE TEAM

**With a combined 50 years of media expertise, and specifically in travel, Orange142 is uniquely skilled at helping SLO CAL reach its highest valued prospects through our custom advertising approach.**

## **Ross Ramon - CEO**

Ross Ramon is a digital media professional with over 14 years of proven success in directing online media advertising, planning, placement, campaign management and return on investment metrics. Ross started his career as an intern for a Marketing Agency back in 2004 and decided that his love for Travel and Tourism combine with the new advertising opportunities the internet brought would offer a career full of excitement and challenges. As a founding member of Orange142 Ross' approach to advertising is to develop the correct blend of mixed media tactics to meet and exceed client expectations. His focus on emerging media, industry trends and technological advancements has put Orange142 in a leadership position in the advertising industry. His experience in the digital space has afforded him the opportunity to work with such brands as HP, Aston Martin, Proctor and Gamble, NYC Go, Visit London, Tourism Toronto and many other great accounts.

Ross holds a BA in Management and Marketing from Penn State University and an MBA from Baylor University

## **Daniel Rott - Director, Advertising Operations (Primary Account Member)**

Daniel Rott is a digital marketing professional with proven success in planning and implementing campaigns across all digital advertising mediums. He graduated from Indiana University with a B.S. in Marketing and Distribution and a B.S. in Management and Human Resources in 2007. His vast knowledge from over 10 years of experience gives him the ability to implement & execute strategies in order to drive incremental results. Daniel cut his digital advertising teeth with paid search on the client side. He started in Higher Ed promoting degree and certificate programs for an array of universities using paid search at first and then taking over SEO, display, remarketing, co-op programs, eCRM, affiliate advertising and direct buys. He later went on to Angie's List where he ran all digital advertising. He grew the budget 250% in 1 year and was able to maintain CPA goals during the rapid growth of budget increasing sales YoY. He then took over responsibilities for Conversion Rate Optimization for 9 months where his main focus was testing the join funnel and all other areas of the website utilizing Test&Target to increase overall sign ups. Daniel has specifically been on the tourism side of advertising for 5 years. He worked as an advertising strategist for USDM managing paid search, eCRM, display and all other forms of digital advertising. After that time he was a founding member of Orange142 in 2013 and has been the lead digital advertising manager focusing on client success and growth of Orange142 capabilities. His commitment to tracking and analytics allows for testing & optimizations to improve campaign performance. Daniel's ultimate goal is to exceed client expectations and educate them in the process.



July 23, 2017

# Media Agency

Proposal for SLO CAL

**Nate Huff**

Senior Vice President

941-342-2367

[Nate.Huff@MilesPartnership.com](mailto:Nate.Huff@MilesPartnership.com)

**miles**  
PARTNERSHIP



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## Letter of Interest/Executive Summary

Dear Members of the Selection Committee,

Thank you for the opportunity to submit our proposal to become the media partner for Visit San Luis Obispo County. We're excited by the opportunity to collaborate on a media strategy that will help further the SLO CAL brand and bring visitors from around the world to the beaches, wineries and diverse communities of San Luis Obispo County.

We believe strongly in open communication and transparency. The truth is, just about any agency can plan and buy media. What we believe we bring to the table is a holistic view of the path to purchase for the traveler, and proven experience along all aspects of that journey.

Over the past 60 years, we've worked with hundreds of top travel destinations and companies to deliver strategic and creative services to define their brand voice, highlight differentiators and attract millions of visitors through future-focused media planning. Our systematic and thorough approach is built upon integration—pushing a consistent, emotion-driven message across all of a destination's owned and paid channels. The website, creative and content are all cogs in a larger wheel that must work together with the media strategy to push a destination forward.

We believe your industry partners are a critical part of your success (and vice versa), and no agency comes with more experience helping destinations work both “downstream” and “upstream” to maximize these partnerships. We have a long track record of creating industry co-ops on behalf of DMOs, developing creative, content-centered marketing opportunities that make your dollars and your hotels' and attractions' dollars go further. At the state and national level, we also work closely with Visit California and Brand USA, and can bring the value of those relationships to our partnership.

Experience and partnerships aside, our team recognizes that, ultimately, the proof is in the numbers. Numbers don't scare us. We take pride in our research-based approach to planning and our dogmatic obsession with optimization and reporting. “Same as last year” is not a phrase we find acceptable at Miles. We will keep pushing forward on behalf of you and your partners.

As a California native, I'm passionate about marketing my home state. And together with your California-based Account Director Mina Robertson, we believe Miles is the right partner to take your exciting young brand and build awareness, increase consideration and, most importantly, drive travel to San Luis Obispo County.

Thank you for the opportunity,



Nate Huff  
Senior Vice President

## Description of Proposer (9.2)

### Meet Miles

Miles is a strategic marketing company focused exclusively on travel and tourism.

We began doing business 63 years ago as SEE Magazines; Roger W. Miles purchased SEE Magazines in 1990 and formed Miles Media Group. In 2016, we changed our name to Miles Partnership.

We began as an entrepreneurial venture, and that spirit of seeing and seizing opportunity has remained with us. Over the past 60-plus years, we have continuously evolved with the times to deliver forward-thinking, successful solutions that meet our clients' needs and support economic development, awareness and advocacy. Your goals are our goals.

### Office Information

Miles Partnership  
13952 Denver West Parkway, Suite 200  
Lakewood, CO 80401

Miles current employees 220 full-time employees and seven part-time employees. Mina Robertson, the Account Director named in this proposal, is based outside of Sacramento, CA.



## Miles by the Numbers

**100%** travel marketing

**63** years loving what we do

**90+** travel brands

**200+** travel marketing experts

**70 million** visitors to our clients' websites

**173** content creators around the globe

**1.8 million miles** traveled annually in service to our clients and the industry

**\$33+ million** in industry participation annually

## Core Competencies



Strategic Consulting



Branding & Creative Services



Digital Development



Content Creation & Distribution



Advertising Services & Media Buying



Revenue Generation Programs

## Commitment to the Travel Industry

We firmly believe in an ongoing commitment to the travel industry.

We showcase our commitment by attending industry conferences, hosting speaking engagements, sponsorships, educational webinars, events and more. We actively participate with major organizations like the U.S. Travel Association, Destinations International (formerly Destination Marketing Association International), and Hospitality Sales and Marketing Association International (HSMIAI).



## Commitment to Client Service

Miles' average client relationship is seven years. Here's why:

- We understand this industry. We work tirelessly to align and help communicate your initiatives with stakeholders and constituents.
- If there is a problem, we make it right.
- We are authentic and transparent. We hold ourselves accountable for results.
- We believe in continuous improvement. Optimization is a core component of the value we deliver.
- While conceiving “big ideas” is part of what we do, our successful and thorough delivery and implementation of “big ideas” is what sets us apart.
- We believe face-to-face communication is a core part of our business. We are where we need to be, when we need to be, in person—no questions asked.
- The only way that we are successful as a company is by delivering work that helps make you more successful.
- Our goal is to create relationships built upon mutual respect, fun and creativity that will last a lifetime.

## Our Focus on Research

Like any good agency, we use research to better understand what motivates and influences travelers.

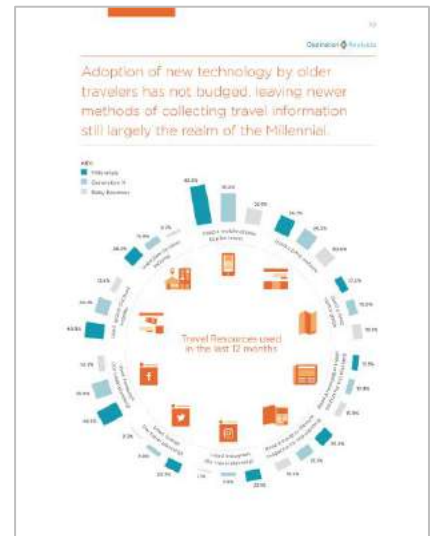
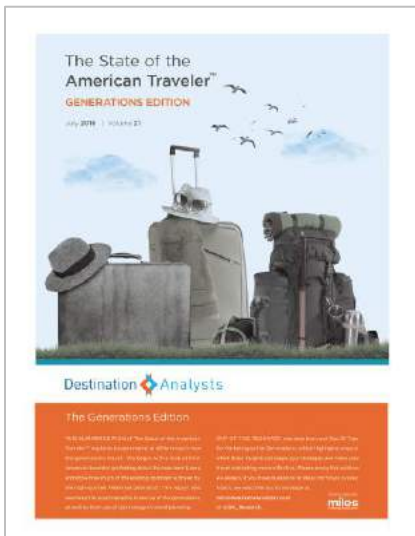
Unlike other agencies that develop research studies to meet their own needs, we strongly believe in independent, third-party research to drive program measurement and optimization.

At Miles, we utilize respected third-party partners such as Phocuswright, Destination Analysts, Longwoods, Sojern and Google to provide independent insights for our clients. What sets Miles apart is our ability to turn research and analytics into actionable insights that inform decisions, shape changes and drive improvements for our clients. Recent sponsored research includes:

- “The State of the American Traveler,” Destination Analysts (ongoing quarterly study)
- “Content That Influences the Destination Decision,” The State of the American Traveler, Destination Analysts



- “Online Video That Influences Destination Selection,” Destination Analysts with input from Google and YouTube
- “Social Media and Travel: The Role and Impact of Social Media on Travel Decisions,” Phocuswright
- Benchmarking Programs in New Zealand, Canada and Australia
- “Destination Unknown—How U.S. & European Travelers Decide Where to Go,” Phocuswright



## Awards

Our client work has garnered 128 awards across content creation, design, website development and brand campaigns over the past three year. Recent client accolades include:

- 2017 Silver Telly Award for Visit Sarasota County's TV Commercial
- 2017 Best Hotel and Lodging Online Campaign from the Internet Advertising Competition for Hilton Sandestin Beach Golf Resort & Spa
- 2017 Internet Advertising Competition "Best Travel Website" Award for Visit St. Pete/Clearwater's GulpCoast.com
- 2016 U.S. Travel Mercury Award for Best Travel Website for LouisianaTravel.com
- 2016 U.S. Travel Mercury Award for Best Social Media Campaign for Louisiana Travel & Twitter Amplify Open Campaign
- 2016 "Outstanding Website" WebAward for Ohio.org
- 2016 Outstanding Website WebAward for DiscoveryDestinations.com
- 2016 Silver W3 Award for Riverhouse.com
- 2016 Silver W3 Award for TravelWyoming.com
- 2016 Gold HSMIAI Adrian Award for ExploreGeorgia.org/Music
- 2016 Gold HSMIAI Adrian Award for TravelWyoming.com
- 2016 Bronze HSMIAI Adrian Award for ThePalmBeaches.com
- 2016 Gold Communicator Award for Custer State Park, South Dakota's Outdoor Activities for Everyone Online Video

## Client List & Conflict of Interest

Below please find our active client list, along with the nature of work we perform and the year we acquired them. All of our clients are in the travel and tourism industry, and we do not foresee any conflicts of interest.

### National Organizations

- **Brand USA** – co-op, media, digital content, video production, print and content marketing services (2012)
- **Destinations International** – agency of record, creative, branding and web services (2012)

### States

- **Arkansas Parks and Tourism** – website and digital marketing services (2017)
- **Colorado Tourism Office** – web, print, email, advertising sales services, guide distribution/fulfillment services, call center management, paid search (2005)
- **Delaware Division of Parks & Recreation Administration** – market research and video/photography services (2017)
- **Delaware Department of Agriculture** – agency of record services, creative and branding, and video services (2017)
- **Delaware Tourism Office** – print and agency of record services, creative and branding (2010)
- **VISIT FLORIDA®** – print services, boutique marketing projects, Veterans Florida web, print, social, design, video and content marketing services (1997)
- **Georgia Department of Economic Development** – digital agency of record, web development, media, paid search, email, content optimization services (2013)
- **Georgia State Parks & Natural Resources** – agency of record, creative, branding, media, paid search (2013)
- **Hawai'i Tourism Authority** – web services (2016)
- **Kentucky Department of Travel** – print, email, video, sponsored content and digital advertising services (2009)
- **Louisiana Office of Tourism** – web, email, social media, paid search, content optimization, database and advertising services (2006)



- **Louisiana Travel Promotion Association** – print and advertising services (2006)
- **Maryland Office of Tourism** – web, print, content marketing, SEO, video, email and digital advertising services (2014)
- **Michigan Economic Development Corporation** – web services (2016)
- **New Jersey Division of Travel & Tourism** – web, email and social media services (2010)
- **North Dakota Department of Commerce & Tourism Division** – web, email and digital advertising services (2012)
- **Ohio Division of Travel and Tourism** – web services (2015)
- **Travel Oregon** – digital, SEO services (2017)
- **Pennsylvania Department of Community & Economic Development** – print and digital advertising services (2006)
- **South Dakota Department of Tourism** – print services (2016)
- **Washington Tourism Alliance** – web, email and digital advertising services (2012)
- **West Virginia Division of Tourism** – print, email and digital advertising services (2005)
- **Wyoming Office of Tourism** – web, print and advertising services, content optimization (2006)

## City & Regional DMOs

- **Albuquerque Convention & Visitors Bureau (NM)** – SEO/SEM services (2010)
- **Austin Convention & Visitors Bureau (TX)** – print, email and digital advertising services (2003)
- **Baltimore Convention & Visitors Bureau (MD)** – web, SEO, content marketing, analytics and digital advertising services (2013)
- **Boulder Convention & Visitors Bureau (CO)** – meetings promotion/engagement program (2016)
- **Branson/Lakes Area Convention and Visitors Bureau (MO)** – website, SEM, SEO, content production and distribution services (2014)
- **Visit Bucks County (PA)** – digital advertising services (2017)
- **Capital Region USA** – print, web, digital media, digital advertising services, SEM, branding, creative services (2011)

- **Choose Chicago (IL)** – print and digital advertising services (2001)
- **Cincinnati USA Regional Travel Network (OH)** – website design consulting, SEO, content and design services, email strategy and quarterly marketing strategy services (2013)
- **Columbia Metropolitan Convention & Visitors Bureau (SC)** – print (2017)
- **Destination DC** – print, email and digital advertising services (2012)
- **Fairfax County Convention & Visitors Corporation (VA)** – print and digital advertising services (2009)
- **Golden Isles Convention and Visitors Bureau (GA)** – media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2010)
- **Grand County Colorado Tourism Board (CO)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2002)
- **Grand Junction Visitor & Convention Bureau (CO)** – web, email marketing, SEM, content marketing and SEO services (2007)
- **Holland Convention & Visitors Bureau (MI)** – web services (2016)
- **Experience Kissimmee (FL)** – print and advertising services (2014)
- **Las Vegas Convention and Visitors Authority (NV)** – print and advertising services (1999)
- **Discover Lehigh Valley (PA)** – print services (2016)
- **Mammoth Lakes Tourism (CA)** – web services (2014)
- **Memphis Convention & Visitors Bureau (TN)** – agency of record, creative and branding services, web, mobile, print and mobile app development, content optimization and advertising services (2010)
- **Naples, Marco Island and the Everglades Convention & Visitors Bureau (FL)** – web, analytics, content development, SEO and advertising services (2004)
- **New Orleans Convention & Visitors Bureau (LA)** – print, advertising and email services (1999)
- **NYC & Co** – consulting and SEO services (2014)
- **Discover The Palm Beaches (FL)** – web, SEO, SEM and content services (2016)
- **Visit Philadelphia (PA)** – advertising services (2013)
- **Visit Rogers (AR)** – agency of record services (2017)
- **Richmond Region Tourism (VA)** – digital media buying agency (2013)

- **Ruston Lincoln Convention & Visitors Bureau (LA)** – web services (2009)
- **St. Augustine, Ponte Vedra & the Beaches Visitor & Convention Bureau (FL)** – web, mobile and SEO services (1999)
- **Visit St. Petersburg/Clearwater (FL)** – web, digital technology agency of record, print, content, SEO, design, analytics and SEM services (1996)
- **San Diego Tourism Authority (CA)** – website strategy and consulting (2014)
- **San Francisco Travel Association (CA)** – print and advertising services, partner programs (2001)
- **Santa Barbara Convention & Visitors Bureau (CA)** – web services (2016)
- **Visit Sarasota County (FL)** – agency of record services, web, advertising sales, digital media services (2013)
- **Visit Savannah (GA)** – web and consulting services (2017)
- **Sonoma County Tourism Bureau (CA)** – web services (2012)
- **South Walton County Tourist Development Council (FL)** – web services (2014)
- **Sweetwater County Joint Travel & Tourism Board (WY)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2011)
- **Travel South USA** – digital agency of record, creative and web services, content optimization and international SEO program services (2016)
- **Greater Williamsburg Chamber & Tourism Alliance (VA)** – web services (2015)
- **Winter Park Chamber of Commerce (CO)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2016)

## International Tourism Organizations

- **Bermuda Tourism Authority** – web, content marketing, SEO, SEM, analytics and print services (2015)
- **Auckland Tourism, Events & Economic Development – ATEED (New Zealand)** – SEO & content services, analytics, consulting, strategy and feasibility studies (2011)
- **Destination Rotorua Regional Tourism Office (NZ)** – strategy and consulting, SEO and content services (2010)



- **Heritage Hotels Group and Heritage Collection South Pacific (NZ)** – SEO, content, consulting and analytics services (2012)
- **Lake Wanaka Tourism Regional Tourism Organisation (NZ)** – SEO, email support, analytics and website consulting services (2013)
- **Samoa National Tourism Organisation** – content, SEO, social media, email marketing and consulting services (2014)
- **Tourism New Zealand (NZ)** – SEO, content, analytics and consulting services (2015)
- **Scenic Hotel Group New Zealand & South Pacific** – online marketing strategy, consulting, social media services (2017)
- **Black Cat Nature Cruises – New Zealand** – online marketing strategy, consulting, paid digital media, SEO and content services (2017)

## Hospitality & Resort Clients

- **Angel Fire Resort (NM)** – media services, SEO, SEM, creative and branding services (2015)
- **Copper Mountain Resort (CO)** – media services, SEM and analytics services (2012)
- **eHomeAmerica.org** – web development (2017)
- **Frederica Realty (GA)** – content development, SEO and online advertising services (2013)
- **Hawks Cay Resort (FL)** – agency of record services, creative, branding, strategy (2011-2013; 2016)
- **Hilton Sandestin Beach Golf Resort & Spa (FL)** – web services and agency of record services, creative, branding, media, paid search and content optimization services (2012)
- **Historic Hotels of America** – web services, content, collateral, video, email and online advertising services (2014)
- **The Modern Honolulu (HI)** – agency of record services, web, creative and branding services (2012)
- **Naples Grande Beach Resort (FL)** – web and online marketing services (2017)
- **Pensacola Grand Hotel (FL)** – web and agency of record services, creative, branding, media services (2016)
- **PGA National Resort & Spa (FL)** – web and agency of record services, creative, branding, media services (2012)

- **PGA National Resort & Spa Vacation Home Rentals (FL)** – web and agency of record services, creative, branding, media services (2014)
- **Preferred Hotel Group Consulting** – web services, email marketing and online advertising (2014)
- **Riverhouse on the Deschutes Hotel and Convention Center (OR)** – web services, strategic consulting, PPC advertising services (2015)
- **SCS Advisors** – web services (2013)
- **Seagar’s Prime Steaks & Seafood (FL)** – web and agency of record services, creative, branding, media services (2012)
- **Serenity by the Sea Spa (FL)** – web and agency of record services, creative, branding, media services (2012)
- **The Sherry-Netherland (NY)** – web and agency of record services, creative, branding, media services (2014)
- **TradeWinds Island Resorts (FL)** – web services (2015)
- **University Park Country Club (FL)** – web services (2016)
- **Vista Verde Guest Ranch (CO)** – SEM (2014)

## Other Travel Industry Clients

- **AARP Travel** – consulting services (2014)
- **Cape May – Lewes Ferry (DE/NJ)** – web services (2017)
- **Macy’s** – web services and digital advertising (2013)
- **Sarasota/Bradenton International Airport** – web services (2016)

## Personnel/Management

Miles would provide a dedicated account team led by Senior Vice President Nate Huff and California-based Account Director Mina Robertson, both of whom will work in collaboration with Miles’ media planning and buying team.

## Core Account Team



### **Nate Huff / Senior Vice President**

**Education:** B.A. in American Studies and Journalism from the University of California at Santa Cruz

**Experience:** 14 years with Miles, previously working as Content Director, Production Manager and Director of Operations

#### **Current Job Duties:**

- Oversees overall client relationship for numerous Miles clients
- Works on top-level strategy with clients at a national, regional and local level
- Leads a group of 52 tourism marketing experts, including the SLO CAL account team

**Travel Industry Accounts:** Nate has overseen the development and execution of dozens of destination and tourism business strategies, ranging from rebranding initiatives to website builds to complete content creation and distribution strategies. He is a regular speaker at various industry conferences and currently oversees Miles' work with a number of destination clients, including Brand USA, Destination DC, San Diego Tourism Authority, San Francisco Travel and Visit Santa Barbara.



### **Mina Robertson / Account Director**

**Education:** B.A. in Mass Communications from California State University, East Bay

**Experience:** Three years with Miles; 14 years prior agency experience, with more than eight years in destination marketing in California

#### **Current Job Duties:**

- Collaborates with clients to create overall marketing goals, strategies and tactics
- Responsible for financial management of the relationship
- Responsible for managing the dedicated client team
- Assists in media planning and buying

**Travel Industry Accounts:** Mina's tourism industry experience covers California and beyond. Current clients include San Francisco Travel, Visit Santa Barbara, Sonoma County Tourism and



Branson CVB. Past clients include Visit California, Downtown Napa Tourism Improvement District, and Lodi Winegrape Commission.



## **Brittany Guimond / Project Manager**

**Education:** B.A. in Arts, Entertainment and Media Management from Columbia College Chicago

**Experience:** One year with Miles; six years prior marketing experience, with emphasis in association management and cultural attractions

### **Current Job Duties:**

- Implements project plans and manages schedules
- Coordinates internal and external communication and documentation
- Manages cooperative marketing programs
- Helps manage material workflow and monthly invoicing

**Travel Industry Accounts:** Brittany's tourism industry experience includes Sonoma County Tourism, San Francisco Travel Association, Anaheim/Orange County VCB, Mammoth Lakes Tourism, Visit California, Branson CVB and Grand Junction VCB.

## Media Planning & Buying Team



### Gray Lawry / VP of Strategy & Insights

**Education:** B.S. in Hotel and Restaurant Management/Hospitality with a minor in Business, University of South Florida

**Experience:** Six years with Miles; two years related experience

**Current Job Duties:**

- Responsible for planning online, digital, social media and website strategies
- Overhauls critical business units by directing analytics, media buying and account management
- Delivers business intelligence strategies gleaned from a solid understanding of technology, data and evolving business needs
- Directs initiatives across multi-disciplinary teams, agencies and decision-makers toward a common purpose to meet big-picture business goals as well as key performance indicators
- Selects, configures and administers reporting platforms to capture crucial information for understanding and predicting customer behavior, giving clients a true competitive advantage

**Travel Industry Accounts:** Brand USA, Georgia Department of Economic Development, Memphis Convention and Visitors Bureau, Visit Sarasota County



## Lauren Bryan / Media Director

**Education:** B.S. in Communications, University of Kentucky, Lexington

**Experience:** New to Miles; 14 years related experience

### Current Job Duties:

- Leads strategic and tactical media planning across all paid media channels
- Constantly optimizes and improves our clients' results
- Develops creative and innovative solutions for clients across multiple media disciplines to propose and defend media spend across all performance-based marketing channels

**Travel Industry Accounts:** Lauren oversaw the strategic media development and execution for Caesars Entertainment. Her focus was to attract tourists to the hotel and casino properties, and create excitement around new venues and entertainers at the properties.



## Christine Johnson / Media Supervisor

**Education:** B.S. in Marketing and Management, Northwest Missouri State University

**Experience:** Four years with Miles; seven years of related experience

### Current Job Duties:

- Plans, strategizes and develops overall media strategies and campaign ideas for clients
- Leads a team of five across various media channels: broadcast, print, online display, social and SEM
- Manages deliverables as well as vendors to execute complex multi-channel campaigns

**Travel Industry Accounts:** Visit Sarasota County, Georgia Department of Economic Development, Brand USA, Louisiana Office of Tourism





## **Dana Behnfield / Media Planner**

**Education:** B.A. in Advertising, School of Journalism and Mass Communication, University of Colorado Boulder

**Experience:** One year with Miles; seven years of related experience

### **Current Job Duties:**

- Strategizes, plans, implements, reports and shores up media plans and buys for clients

**Travel Industry Accounts:** Visit Sarasota County, Golden Isles Convention and Visitors Bureau, Memphis Convention and Visitors Bureau, Georgia State Parks



## **Kellie Moen / Digital Media Supervisor**

**Education:** B.S. in Marketing & Business Administration, University of Colorado

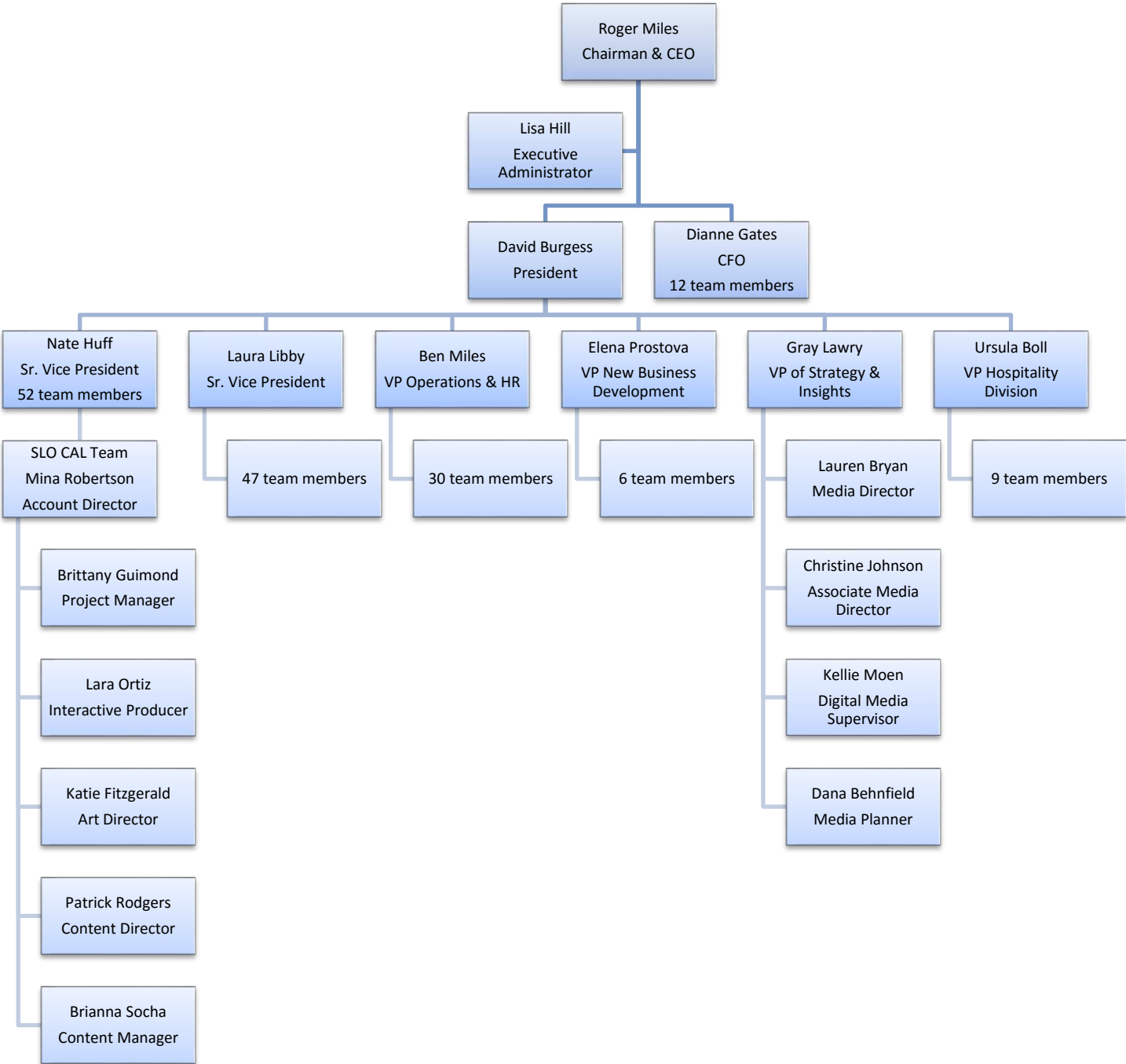
**Experience:** 11 total years (4 years with Miles; 7 years of related experience)

### **Current Job Duties:**

- Oversees the managed platforms/SEM/social media team, representing 60-plus clients
- Plans and manages digital media campaigns, including strategy, implementation, optimization, reporting and on-site meetings
- Develops and maintains client relationships and presents to client account teams
- Works directly with account teams to determine growth, development and new opportunities for individual client needs
- Trains team members on internal account processes, client procedures and new developments

**Travel Industry Accounts:** Visit St. Petersburg/Clearwater, Capital Region USA, Albuquerque Convention & Visitors Bureau, Arkansas Scholarship Lottery, Baltimore Convention & Visitors Bureau, Brand USA, CO Tourism, Georgia Tourism, Georgia State Parks, Louisiana Office of Tourism, Richmond Convention & Visitors Bureau, Visit Rogers (Arkansas), Greater Williamsburg Chamber & Tourism Alliance, Visit Sonoma County, Visit The Palm Beaches

# Organizational Chart



## Subcontractors

Miles will handle the requirements of this RFP in-house and won't require the use of any subcontractors.

## Scope of Work (9.3)

### Strategic Planning

At the beginning of every media planning relationship, we ask three questions:

1. Who do we want to reach?
2. What do we want them to feel or do?
3. How are we going to get them to do this?

It may sound simple, but it works. These three simple questions allow us to identify a campaign strategy: Do we want a broad, brand-focused campaign to reach our entire target audience, or do we want to reach a subset of the audience with a specific interest? However we plan to measure the success of this campaign, whether it be partner referrals, guide orders or a shift in brand perception, it's important to know what success looks like from the beginning. Finally, our last question allows us to define value propositions specific to an audience and campaign.

The media team that would oversee SLO CAL includes:

Gray Lawry VP, Strategy & Insights

**Education:** B.S. in Hotel & Restaurant Management/Hospitality with Business minor from the University of South Florida

**Experience:** 6 years with Miles; 9 total years of related experience

**Responsibilities:** Gray directs critical business units, including analytics, media buying and account management. He delivers business-intelligence strategies gleaned from a solid understanding of technology, data and evolving business needs consistently delivered on a project, account and departmental level.

Lauren Bryan, Media Director

**Education:** B.S. in Communications from the University of Kentucky

**Experience:** New to Miles (started June 2017); 14 years of traditional and digital media strategy experience across various industries, including tourism, retail, tech, beverage, CPG, QSR



**Responsibilities:** Lauren leads strategic and tactical media planning across all paid media channels, with a focus on optimizing and improving client results. She brings forth creative and innovative solutions to clients across multiple media disciplines to propose and defend media spend across all performance-based marketing channels.

Christine Johnson, Associate Media Director

**Education:** B.S. in Marketing & Management from Northwest Missouri State University

**Experience:** Four years with Miles; 11 total years of related experience

**Responsibilities:** Christine provides media strategy/direction for industry-leading tourism clientele, ensuring each client's campaign(s) exceeds their goals. She also oversees advanced reporting to highlight the success of our plans.

Kellie Moen, Digital Media Supervisor

**Education:** B.S. in Marketing & Business Administration from the University of Colorado

**Experience:** Four years with Miles; 11 total years of related experience

**Responsibilities:** Kellie oversees the managed platforms/SEM/social media team. She plans and manages digital media campaigns, including strategy, implementation, optimization, reporting and on-site meetings.

## Media Campaign Development

In putting together a holistic approach to brand advertising, you are a critical part in this process; helping us to understand what has worked for you in the past, what's working for you now and, ultimately, how you'd like to see your plan evolve for the future.

Miles' primary focus is always on quality and customer service, made evident by the clear and constant touchpoints we maintain with our clients; by our documented standards of performance and quality; and by our continuous pursuit of heightened solutions and results.

Miles departments works hand-in-hand to provide information and support. The system and department are scalable and have expanded as needed to service the organization's demand for internal, stakeholder and partner information.

It's important to understand how media is consumed. As advertisers dive into WHO they are reaching with media plans, it's equally as important to understand HOW to target their audience, understanding the media consumption variances among demographics. At the core, Miles' aligns media to platforms that inform travel decisions and look at programs that lives across media platforms to increase awareness and program consistency to the right audience.

## Media Planning & Buying

Once the campaign strategy is defined, we dive into the data, leveraging Mediamark Research and Intelligence (MRI) to shape an optimal digital media mix to reach our target consumer and start planning media. In the planning phase, we work with an array of partners to determine the best place for you to invest your money. Our agreements with companies such as Google, Rocket Fuel, and MRI allow us access to right data from their platforms. The data from these core partners and others allow us to evaluate our assumptions and create an RFP for response.

Our RFP is then sent out to vendors who have reached out to us previously as well as vendors we believe to be a good fit for our campaign based on the research and goals we've defined. The RFP will include who we want to target, the goals for the campaign, and our messaging. Other details such as campaign dates and proposed budget ranges are included to assist media vendors in crafting thoughtful strategies in how to leverage their channels to reach our audience.

RFP responses are then reviewed, logged and classified in an Excel spreadsheet. Our classification system is simple green for yes, yellow for maybe and red for no. At this point we assemble a spreadsheet and PowerPoint with the greens and yellows to review with you, going over what we like about each and the questions we have for the vendors. We also review the reds to go over why they didn't make the cut.

From here we go back to the vendors with our questions and negotiating points. If there is a vendor we already work with, we leverage that relationship for preferred rates; if there are two vendors that overlap, we negotiate until we can get the best price available.

With a final partner list established, we get to work creating a media flow chart that we use to manage the campaign through the duration. It's this document that guides all deliverables and deadlines for the campaign.

Now it's time to make this spreadsheet actionable: It's here that we take our plan and load it into DoubleClick Campaign Manager (DCM) to be managed, setting up sites, placements, floodlights and creatives to be trafficked to our media partners.

Using a system like DCM allows us real-time access to the performance of our placements, allowing us to determine which investments are having the greatest impact on our KPIs and adjust budget, targeting and creative of others that may not be.

Throughout the campaign, we are providing reporting through DCM, and it's this reporting that allows us to reconcile our media against IOs during the campaign rather than at the end when it may be too late to reach your audience at the right time.

In regards to co-op advertising, when this is implemented appropriately, this benefits everyone involved. A partnership between brands can benefit both businesses through brand association, shared advertising costs, enhanced advertising reach, and sales growth by leveraging the resources of both organizations.

When Miles took on the Memphis Convention & Visitors Bureau media in 2016, the challenge was how we get a modest budget to reach potential visitors in their top target markets. Miles had the opportunity to show stakeholders that, if properly funded, the CVB could drive incremental visitation and visitor spending to the city of Memphis by focusing the media spend on targeted audiences. We worked with the state of Tennessee to define a broader campaign that included co-op investment with the state. After reviewing our strategy, they agreed that this campaign made sense for the state to participate in as well. The state brought additional resources to the table in terms of budget and ideas, which gave us the ability to go “all in” on key initiatives in target markets. By adding activations to the strategy, we were able to create a deeper rapport with our target consumers.

The digital media world can be complex, but at Miles we find if we stick to tried-and-true planning techniques, best-in-class technology, constant optimization and great client service, we can exceed our clients' expectations.

## Promotional & Strategic Partnerships

Using the power of promotional and strategic partnerships aid in gaining marketing exposure and utilize new distribution channels. This is an essential marketing tool for accounts that want to remain competitive in today's constantly changing marketplace. Partnership provide a way to grow your business and acquire new customers and reach new market segments.

Referring to the Memphis CVB account mentioned earlier, Miles identified the Chicago Blues Festival as an opportunity to target users with a proclivity towards the blues. Our approach was threefold:

1. Engage blues lovers in the Chicago area before the Blues Festival through digital media by creating awareness of the event itself and the city of Memphis as the authentic home of the blues.
2. Build buzz around the free festival in-market days before the event through on-the-ground activations on the streets of Chicago.
3. Provide a complementary experience at the Blues Festival to build a positive association with food, music, fun and the city of Memphis.

Expanding on each of these tactics, our pre-festival digital media approach consisted of placements with Rocket Fuel, YouTube and Spotify; our largest investment being with the latter. Spotify was a great medium for this campaign as it allowed us to reach blues lovers in Chicago and introduce them to local Memphis artists through a custom playlist. In addition to the playlists we included audio segments, video integration, overlays and sponsored sessions.

With YouTube and Rocket Fuel, we used third-party and first-party data to build custom audiences. Through these channels we then invited this audience to learn more about Memphis and join us at the Blues Festival.



In market, we had a food truck wrapped with Memphis and Tennessee branding on the streets of Chicago, serving authentic Memphis BBQ from Memphis-based Corky's, and promoting our presence at the Blues Festival with live music from Memphis' own Southern Avenue.

We also brought the truck to the Blues Festival itself, asking those at the festival to "Share for a Spare." This tasty proposition asked festivalgoers to snap a photo of their Memphis-made spare rib and share it on their social channels, in return for free food. The truck was so popular we ended up cooking triple the amount of food we had originally planned to at the event.

During the six-week campaign we delivered 18.5 million verified digital impressions and 1.1 million video views. This generated 328,000 sessions to the website, which resulted in a 30% increase in traffic to the site. Finally, we had 1,255 conversions to our activation partners. The resounding success of this campaign allowed the Memphis CVB to double their marketing budget for 2017. *For more information and samples of media creative, check out our Innovation Case Study on Memphis.*

## Social Media

Today's most powerful connections are human. Social networks are creating unprecedented opportunities for open, engaging and measurable conversations. We believe these conversations should not happen in a vacuum—they should be contextually integrated into your core marketing channels.

Miles has extensive experience developing and implementing both national and global social media strategies for our clients. We have prepared and executed social media marketing, communications and advertising initiatives on Facebook, Twitter, LinkedIn, Google+, Instagram and other networks. Miles will provide SLO CAL with a social media strategy that spans its digital products and will collaborate on the execution of an operational plan for social media programs and campaigns. The Miles team will provide expertise in innovative integration of social media technology and content.

## Research & Analytics

Data, research and measurement are at the core of Miles' marketing philosophy, from project inception to content planning, prioritization of features and performance optimization for ongoing development.

As a company, we have sponsored the industry's longest-running and most comprehensive review of media use in travel planning, the twice-annual State of the American Traveler study, for nine years, and we invest in \$100,000 of independent research annually to inform our work.

Together with our preferred research partner, Destination Analysts, we developed and led the industry in several areas of research innovation, including the integration of Big Data into traditional research methodologies. This leverages the rich and deep data sources now available from a more digitally centric travel planning and booking landscape. This leadership included a ground-breaking integrated website conversion study with Visit St. Pete/Clearwater, Destination Analysts and Sojern.

This integrated online survey research with Google Analytics (using Qualaroo, which combines survey responses with those users' online analytics data) and Sojern's transactional booking data to create a first-of-its-kind report. Building off this, Miles again worked with Destination Analysts as the sole sponsor and an expert, technical advisor in a 13 CVB website conversion study integrating survey responses and Google Analytics, developed in association with DMA West.

Miles has also sponsored conversion and ROI studies for a number of travel organizations to understand how digital marketing fits into visitors' travel planning process and decision making; evaluate the landing page content and examine users' preferences; study visitors' travel planning behaviors both prior to their trip and while in-market; develop a profile of those who were influenced by destination marketing; and estimate the economic impact.

We invest in so much independent third-party research because we believe that building a successful digital and print marketing platform starts with data. Understanding your customers, their media consumption and travel planning habits, and how your destination can position itself to satisfy their needs is the foundation for building a content strategy that will meet your business objectives.

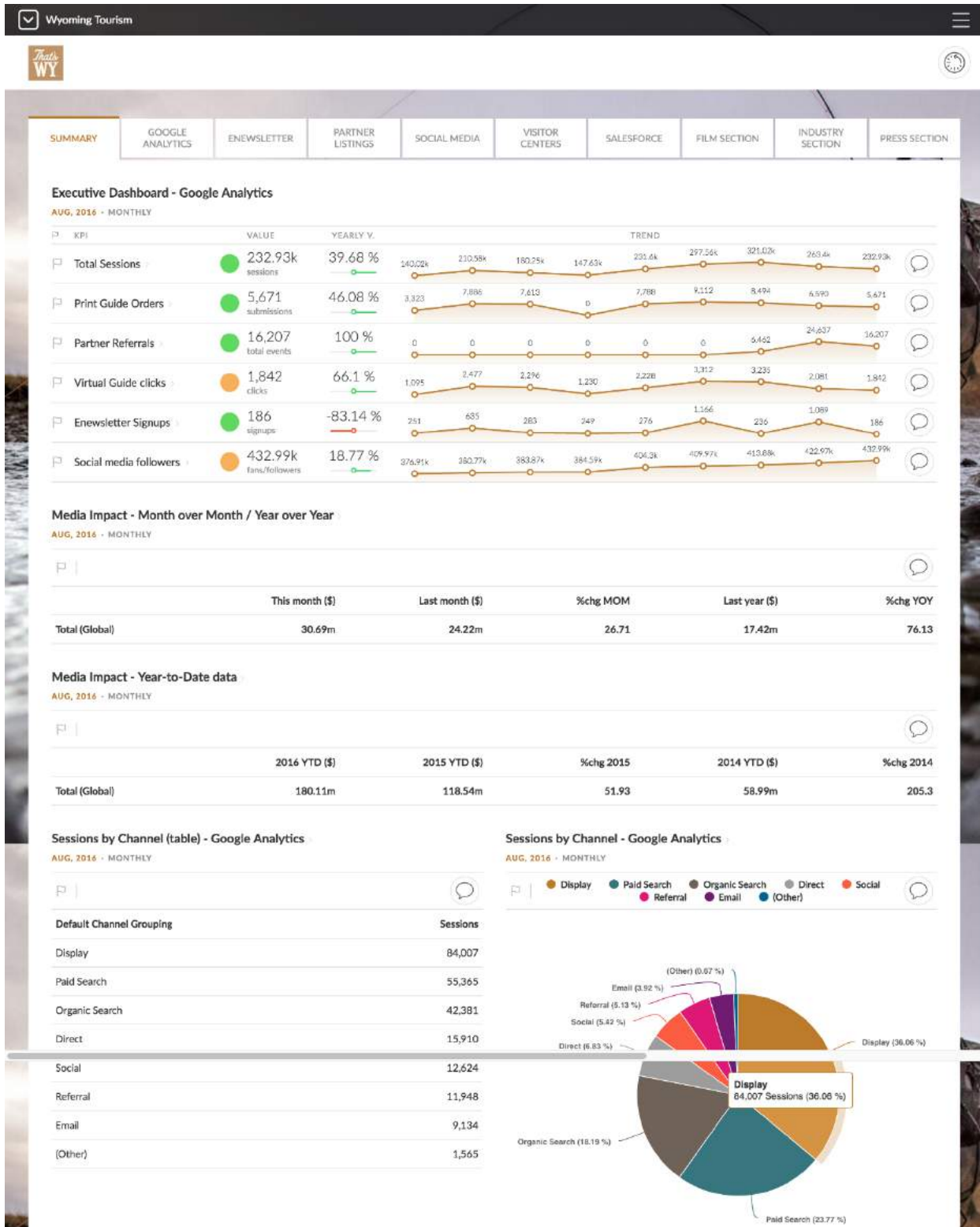
The way we engage reporting, interpretation and optimization is unique to each of our clients. Working with you we will determine the level of frequency in which we need to deliver insights. Typically, we find that monthly reports with a review meeting to interpret and take action works best, and if there is a peak campaign time we can increase the frequency to bi-monthly or even weekly. It all depends on what you need. The same goes for quarterly and annual reports.

From what we know of your needs, we would likely recommend that the SLO CAL utilize the platform SweetSpot for monthly and quarterly reporting. This digital dashboarding software allows us the ability to pull in data from across your channels including DoubleClick, Bing, Google, Facebook, Twitter, Google Analytics, Adobe Analytics, Offline Data and more.

When it comes to the interpretation of data, Adam Greco of Analytics Demystified said it best: "Strategic companies use web analytics to change the future rather than report on the past."

As a company, results are something about which we are extremely passionate. We look forward to working with SLO CAL to develop the right framework, strategy and tool set to monitor the success of all your content marketing programs.

Please see a sample monthly report:



## Travel and Administration

In your RFP, you mention that you seek full transparency—at Miles, we seek the same thing. Whether we're talking about travel costs or the real cost of media, we want to have an open, trust-based relationship.

In the budget section of this proposal, we have reserved \$30,000 total for travel and contingencies. Per the RFP, travel and per-diem expenses won't exceed rates authorized by Visit San Luis Obispo County's Travel and Expense Policy. Our assumption is that we would have the full account and media team present in person for the initial kick-off. Account team and/or media team members would also attend the quarterly meetings in person and the monthly meetings virtually. Our team is adept at running virtual presentations, webinars and digital collaboration software.

That said, Miles is ultimately committed to being where you need us when you need us. As a company that services clients across the U.S. and beyond, we know there is no substitution for face-to-face collaboration. The \$30,000 we have allocated for travel and contingencies we feel will adequately cover any travel needs, and any unallocated funds would be redirected back into the media budget.

Per the RFP, we have submitted several detailed client invoices below.





# Invoice

#2229  
05/31/2017

**Bill To**

Memphis Convention & Visitors Bureau  
Regena Bearden  
47 Union Avenue  
Memphis TN 38103  
United States

<http://www.memphistravel.com>

**TOTAL**

**\$19,435.00**

Due on Receipt

Invoice Description: Memphis AOR Agreement 2016 - 2017 Services	Hours	Rate	Amount
April 2017 Campaign Planning and Placement - Leisure Program	39.25	\$130.00	\$5,102.50
April 2017 Creative Assets Creation -Leisure Program	14.25	\$130.00	\$1,852.50
April Account Service/Management	96	\$130.00	\$12,480.00

**Make Payment to:**

Miles Partnership, PO Box 645430, Cincinnati, OH 45264-5430  
ACH/Wire: US Bank, 950 17th Street, Denver, CO 80202  
ABA# 123000848 -SWIFT/IBN#: USBKUS44IMT - ACCT# 153911258546



# Invoice

#2223  
05/31/2017

**Bill To**

Memphis Convention & Visitors Bureau  
Regena Bearden  
47 Union Avenue  
Memphis TN 38103  
United States

<http://www.memphistravel.com>

**TOTAL**

\$166,735.00

Due on Receipt

Invoice Description: Memphis AOR Agreement July 2016 Media	Hours	Rate	Amount
May TN Co-Op Campaign Buy	1	\$10,000.00	\$10,000.00
May 2017 Pass Thru Facebook Media Placement Buys	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Youtube Media Placement Buys	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru SEM Marketing Buys Google	1	\$17,000.00	\$17,000.00
May 2017 Pass Thru Ditty TV Media Placement	1	\$20,000.00	\$20,000.00
May 2017 Pass Thru Rocketfuel Media Placement	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Adara Media Placements	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Expedia Placements	1	\$10,000.00	\$10,000.00
May 2017 Teads Placements	1	\$15,000.00	\$15,000.00
May 2017 Triplelift Placements	1	\$15,000.00	\$15,000.00
May 2017 Roadtrippers Dedicated Email	1	\$14,500.00	\$14,500.00
May Media Ad Serving and distribution	1	\$5,235.00	\$5,235.00

**Make Payment to:**  
 Miles Partnership, PO Box 645430, Cincinnati, OH 45264-5430  
 ACH/Wire: US Bank, 950 17th Street, Denver, CO 80202  
 ABA# 123000848 -SWIFT/IBN#: USBKUS44IMT - ACCT# 153911258546

# Innovation Case Study (9.4)

## Creating Buzz for Memphis at the Chicago Blues Festival

The Memphis Convention & Visitors Bureau came to us in early 2016 looking for a way to be more successful with its marketing ROI. The CVB was on the verge of unlocking additional marketing dollars but needed to demonstrate success with a new campaign in order to secure that funding.

### Objectives

Rather than spread a limited budget across multiple markets, our approach was to saturate one DMA with a concise message; we theorized that if Memphis was able to focus on one DMA, it would move the needle more than if it tried to do small promotions in several different markets.

We chose Chicago due to its daily direct flights and overlapping psychographics around food, music and history. At the time, the Chicago Blues Festival was three months away, giving us an opportunity to target users with a proclivity towards the blues.

### Strategy

Our approach was threefold:

1. Engage blues lovers in the Chicago area before the Blues Festival through digital media, by creating awareness of the event itself and for Memphis as the authentic Home of the Blues.
2. Build buzz around the free festival within the market days before the event, through on-the-ground activations on the streets of Chicago.
3. Provide a complementary experience at the Blues Festival to build a positive association with food, music, fun and the city of Memphis.

Expanding on each of these tactics, our pre-festival digital media approach consisted of placements with Rocket Fuel, YouTube and Spotify, our largest investment being with the latter. Spotify was an ideal medium for this campaign, as it allowed us to reach blues lovers in Chicago and introduce them to local Memphis artists through a custom playlist. In addition to the playlists, we included audio segments, video integration, overlays and sponsored sessions.

In total, we worked with six media partners on this campaign:

- Spotify: Music sponsorship and branded playlist
- Rocket Fuel: Programmatic display and video advertising
- Facebook: Right-rail, video and carousel ads
- Instagram: Sponsored ads

- YouTube: TrueView video ads based on behavioral and categorical targeting
- Google and Bing: Consistent presence on Google AdWords, Google Display Network (GDN) and Bing to ensure we reached in-market audiences actively searching for related content



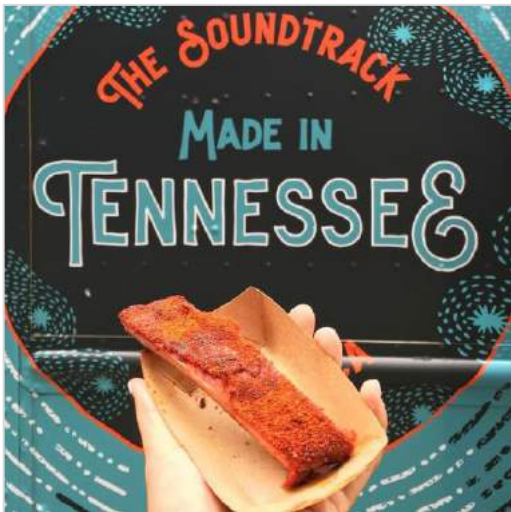
In market, we brought a food truck wrapped with Memphis and Tennessee branding to the Chicago Blues Festival, serving authentic barbecue from Memphis-based Corky's and asking those at the festival to "Share for a Spare." This tasty proposition asked festivalgoers to snap a photo of their Memphis-made spare rib and share it on their social channels in return for free food. The truck was so popular that we ended up serving triple the amount of food we had planned for at the event.

## Results

During the six-week campaign, we delivered 28.2 million verified digital impressions and 1.7 million video views. This generated 424,000 sessions to MemphisTravel.com, which resulted in a 36% increase in traffic to the site. Finally, we had 1,400 conversions to our activation partners.

The resounding success of this campaign allowed the Memphis CVB to double its marketing budget for 2017.





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Chicago, Illinois

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corkysmemphis

332 likes 12 comments

[Fab Happenings] Memphis in Chicago. I'm here right now at @corkysmemphis food truck, getting a little taste of Memphis. You can get your FREE BBQ at Adams & Wacker until supplies last. Can't make it today? Corky's Memphis will be at the #ChicagoBluesFest this weekend, where many of Memphis' best will take the stage! There will be FREE BBQ throughout the day. || @TNVacation #MadeinTN #ad #fabfoodchicago Tag a friend who loves BBQ.

JUNE 9, 2016

## Work Plan (9.5)

We would develop any work plan in collaboration with you based on the timing requirements and stakeholder approvals you require. As an example, we have provided the following:

**Mid August-September:** The first step of any transition that we facilitate is a kick-off meeting. In this meeting, we review all current plans and identify programs currently running that need to be transferred. For those campaigns that are running and need to be transferred, we start with a transition plan. Depending on the platforms being used, there are a few ways we can handle this:

- **Publisher Platforms (AdWords, Bing, Yahoo Gemini):** With these platforms, our preference is to transfer your Customer ID (CID) to our agency management account (or the My Client Center (MCC) with Google); this allows you to keep all your account history. If your previous provider won't allow this, we ask for an AdWords Editor Export (AEA) that allows us to bring over all the past performance and account structure, but doesn't actually keep the account history. Finally, if this isn't possible, we ask for any CSV exports they are willing to provide to give us an idea of past campaign structure.
- **DoubleClick Trafficked Media:** With all other media, through DoubleClick we will work to transfer the insertion orders to Miles and transfer your advertiser under our DCM account if you choose to use it. We've had success with these transfers in the past, and they typically allow for an uninterrupted campaign flight.

Once we have current campaigns transitioned, we work on planning future campaigns employing our "Who, What, How" questions from above to guide us. As we define the target and understand their media consumption behavior, we go through the vendor RFP process and provide you with our recommendation for approval. As the plan is finalized, we determine reporting deliverables and frequency.

**October:** The FY 2017-2018 media planned through Miles launches.

**November-June:** Media flights continue, and we set up calls to review reporting based on the agreed-upon frequency. Throughout the year, Miles is optimizing media to the strongest performing partners/channels/assets to ensure positive campaign results in addition to reconciling media, which will continue throughout the flight.

# Financial Plan (9.6, 9.7, 10)

## Budget

Our philosophy on compensation is fairly simple: We want to be compensated for the value you get out of the time we put into your marketing efforts. In the budget chart below, you can see that we have estimated time at a blended hourly rate. We feel this is the most efficient (and transparent) way to structure our relationship with SLO CAL.

Below is our recommended budget breakdown:

CATEGORY	% OF TOTAL BUDGET	COMMISSION % OR HOURLY RATE	ESTIMATED TOTAL COST
STRATEGIC PLANNING & CAMPAIGN DEVELOPMENT	2%	\$ 135.00	\$21,600
MEDIA BUYING, MANAGEMENT & REPORTING	10%	\$ 135.00	\$97,200
TRAVEL & ADMINISTRATION	3%	N/A	\$30,000
DIGITAL DISPLAY MEDIA	8%	N/A	\$78,370
DIGITAL VIDEO MEDIA	29%	N/A	\$274,295
PAID SOCIAL MEDIA	16%	N/A	\$156,740
NATIVE MEDIA	8%	N/A	\$78,370
PRINT MEDIA	16%	N/A	\$156,740
BROADCAST (TV/RADIO) MEDIA	0%	N/A	\$0
OUT OF HOME	4%	N/A	\$39,185
OTHER	3%	Digital Ad Serving Reserve	\$17,500
<b>TOTAL</b>	<b>100%</b>		<b>\$950,000</b>

Beyond the chart, Miles also commits to the following:

- Miles only bills for the actual time worked. If we come in under our estimated hours, we do not charge the client for the full scoped amount. Likewise, if projects evolve and extra time is required, we reach out to you to discuss changing the scope of work prior to the costs being incurred.
- We don't charge for travel time unless we are specifically working on your account while traveling (e.g., preparing a board presentation).

- You will pay the same media costs we pay. Many agencies provide “fixed cost” PPC and other digital media, which incentivizes them to find the cheapest available way to satisfy the impression or click goals. We don’t believe that is in the client’s interests.
- We will create value beyond the paid hours in the contract. Whether it’s through sharing the latest white papers we’ve published, presenting ongoing third-party research to your industry or collaborating on presentations for industry conferences together, this will be a relationship based on more than just a business agreement.

## Internal Control Structure

Miles has three points of control for all contract items.

- Media Team: The planners and buyers are required to review all media invoices from both a performance basis and a reconciliation of prepaid media basis. They are also responsible for assisting in the creation of invoices.
- Account Management: Account directors and project managers must review all invoices, including any submitted expenses from the team, to ensure they meet the proper requirements for reimbursement prior to being submitted to the client. They are also responsible for the monthly invoicing in collaboration with the media and accounting teams.
- Accounting & Finance: The accounting team reviews all invoices for proper coding and any applicable sales and use tax prior to the invoice being released. They also reconcile any prepaid credits from the client.

## Billing & Related Requirements Invoices

Miles does not provide any discounts for early payment, as all hard expenses, including media, are billed on an actual cost basis.

Miles’ acceptable methods of payment include a check, ACH, wire transfer and Visa, MasterCard, American Express and Discover credit cards.



# Additional Minimum Requirements (9.1)

## Billings

Miles' net billings for 2016 totaled more than \$54.4 million dollars, not including media billings. Media billings for 2016 were approximately \$25 million. Miles directly purchases traditional, digital and social media in all major U.S. metropolitan markets and places more than \$6 million in global media.

## References

Miles provides media planning and buying services (among other services) for the three destinations below. Media billings for these three destinations totaled roughly \$3.1 million. We encourage you to reach out to any of these references, in addition to the additional destinations we provided below:

### **Memphis Convention & Visitors Bureau**

Kevin Kane, President/CEO  
901-543-5300  
[kevinkane.memphis@gmail.com](mailto:kevinkane.memphis@gmail.com)

### **Visit Sarasota**

Virginia Haley, President  
941-955-0991 ext. 107  
[vhaley@visitsarasota.org](mailto:vhaley@visitsarasota.org)

### **Explore Branson**

Leah Chandler, Chief Marketing Officer  
417-334-4084 ext. 322  
[lchandler@bransoncvb.com](mailto:lchandler@bransoncvb.com)

## Additional References

### **Visit Santa Barbara**

Kathy Jenega-Dykes, President/CEO  
805-966-9222 ext. 113  
[kathyjd@santabarbaraca.com](mailto:kathyjd@santabarbaraca.com)

### **Mammoth Lakes Tourism**

John Urdi, Executive Director  
760-934-2712 ext. 1259  
[JUrdi@VisitMammoth.com](mailto:JUrdi@VisitMammoth.com)

## Financial Statements

Below is information from our audited financial statements covering years 2015 and 2016. We are a privately held company and would be happy to provide additional financial information at contracting if so required.

<b>MILES PARTNERSHIP, LLC (formerly Miles Media Group, LLC)</b>		
<b>Consolidated Statements of Operation and Comprehensive Income</b>		
<b>Confidential</b>		
	<b>2015</b>	<b>2016</b>
Revenue	-----	-----
Net revenue	49,878,996	54,489,364
Cost and Expenses	44,063,837	49,511,619
	-----	-----
Income From Operations	5,815,159	4,977,745
Other Income (Expense) net	25,920	1,173
Income Tax Expense	(308,239)	-
	-----	-----
<b>NET PROFIT/(LOSS)</b>	<b>5,532,840</b>	<b>4,978,918</b>
	=====	=====

On the following pages, we have also included three financial references as further evidence of our financial stability.



**Greg Poznanski**  
VP Commercial Banking  
Relationship Manager

**SunTrust**  
6135 Exchange Way  
Lakewood Ranch, FL 34202  
Tel 941.313-5836  
Fax 941.941-741-8556  
[Gregory.t.poznanski@suntrust.com](mailto:Gregory.t.poznanski@suntrust.com)

March 27, 2017

Regarding Miles Partnership  
LLLP, 6751 Professional  
Parkway West Sarasota FL,  
34240

Miles Partnership LLLP, has maintained a relationship with SunTrust Bank since August 1998 and has handled their accounts in a professional manner under the agreed terms. The combined accounts have been consistently in the mid six figure range.

We have enjoyed a positive relationship with Miles Partnership LLLP.

If you have any questions or need further assistance, please do not hesitate to call me.

Sincerely,  
*Gregory T. Poznanski*

Greg Poznanski  
AVP Business Relationship Manager —SunTrust Banks, Inc.-  
1001 Third Avenue W., 2nd Floor---Bradenton, FL 34205  
941-313-5836 cell  
Fax 941-741-8556  
Email- [gregory.t.poznanski@suntrust.com](mailto:gregory.t.poznanski@suntrust.com)

Member FDIC.  Equal Housing Lender.



461 Fifth Avenue  
New York, NY 10017



All of **us** serving you

March 24, 2017

Miles Partnership, LLLP  
6751 Professional Parkway West  
Suite 200  
Sarasota, FL 34240

**RE: U.S. Bank Reference Letter**

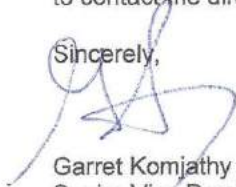
To Whom It May Concern:

U.S. Bank was introduced to the executive management team of Miles Partnership, LLLP ("Miles") in June 2014. We formally commenced a banking relationship with Miles during September 2015. Miles maintains their operating accounts with U.S. Bank and have managed their operating accounts in a professional and satisfactory manner under the agreed-upon terms. The combined balances maintained at U.S. Bank have averaged in the low to mid seven figures balance range.

We hold Miles' management team in the highest regard and meet with them regularly as we envision expanding our relationship with Miles in the near future.

To the extent that you would like to speak with me directly regarding Miles, or if you have specific questions to which you would like me to respond, please do not hesitate to contact me directly at (917) 326-3909 or at [garret.komjathy@usbank.com](mailto:garret.komjathy@usbank.com).

Sincerely,



Garret Komjathy  
Senior Vice President/Relationship Manager  
Media & Communications Lending Group  
U.S. Bank

[usbank.com](http://usbank.com)



**LSC Communications**

formerly an RR Donnelley company

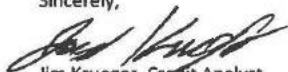
April 10, 2017

To whom it may concern:

RE: Miles Partnership

We have been doing business with Miles Partnership for several years. Their average balance is between \$250k and \$500k. We continue to do business with Miles Partnership who pays within the agreed upon terms.

Sincerely,



Jim Krueger, Credit Analyst  
LSC Communications (Formerly an RR Donnelley Company)  
4101 Winfield Road  
Warrenville, IL 60555



Thank You

miles  
PARTNERSHIP

**Doug Mankiewicz - Director, Business Development  
(Primary Account Member)**

Doug Mankiewicz is a digital marketing specialist with over 8 years of experience in digital media and online marketing as both an advertiser and as a media provider. Doug has started out with the YES Network (Yankees Entertainment & Sports Network) in New York as a digital video editor, then moved to sales and marketing for an industrial equipment manufacturer where he managed paid search optimizations, web development, SEO, Google Analytics analysis and was the lead contact for the company's agency of record at the time.

Doug eventually found his calling combining digital media with travel & tourism in 2014 he joined a leading media and events company for the travel industry as a regional digital media sales manager building relationships within the DMO world with clients from Minnesota, east, to New York working with both State tourism organizations and CVBs. Doug eventually joined Orange142 in 2015 as the Director of Business Development helping to support the Orange142 sales team and build out the company foot print across the United States.

Doug's extensive background in digital advertising and tourism has led to relationships with Explore Minnesota, Minneapolis, Milwaukee, Peoria Illinois, Traverse City Michigan, Detroit, Atlantic City, New York State, Brooklyn, Kentucky, Currituck NC, North Myrtle Beach, South Walton Beach, Central Florida, Woodlands Texas, El Paso Texas and many more destination marketing organizations across the U.S. Additionally, Doug is a member of the New York State Travel Industry Association, Minnesota Association of CVBs and Texas Association of CVBs where he both hosts educational sessions for other association members and attends on-going industry education.

**Brenton Maddox Digital Advertising Strategist  
(Primary Account Member)**

A Digital Media Strategist and Account Manager, Brenton Maddox has 3 years experience with Orange142 working closely with destination executives growing their digital brand strategy and presence in the fast-paced media industry. He focuses efforts on client communication, digital media strategy, campaign management, and media investments.

After originally attending Arizona State University's School of Global Management and Leadership, Brenton found his passion for advertising and now holds a Bachelor of Science in Marketing from the Metropolitan State University of Denver. Post-graduation, he moved to Los Angeles and for 2 years perused an advertising career filming commercials for Tier 1 Brands such as Jeep, Ford Motor Company, ESPN and Chase Bank as a production coordinator.

Brenton's advanced project management skills and "get it done" attitude have led him to successfully work directly with partners such as The Colorado Springs CVB, Emerald Isle Realty, Visit Norway USA, 4 Season Outdoors, Pigeon Forge, and the Atlanta CVB. Certified with the IAB in their Advanced Programmatic Program and a Google Premier Partner in both AdWords and Analytics, Brenton strives to provide the best tactical marketing techniques to strengthen relationship between brand destinations and their target markets.

**Jeremy Ballard: Digital Advertising Strategist  
(Primary Account Member)**

Jeremy Ballard has over 8 years digital media and advertising experience planning, buying and managing media strategies from conception to final case study. He holds a B.A. in Digital Media from The University of Texas at Austin and an M.F.A. from Texas State University. He's been with Orange142 for two years as a Digital Media Strategist and Planner working closely with agencies and direct clients to form strategy and execute media plans for Innovation Norway, Pigeon Forge, US Army, USDM and Ampersand Agency.

Prior, Jeremy spent six years with Y&R Austin where he planned media and managed campaigns for clients SuccessFactors, SAP, SolarBridge, Dell and CoreLogic. In addition to media side expertise, he is skilled in Six Sigma approaches with extensive knowledge of the nuts and bolts of creative project management and media production to ensure strategies are implemented in market without a hitch. Fluent in the latest digital advertising technology and best practices, with broad client experience across a range of brands and products, he consistently strives to use his expertise and knowledge to serve clients better, reach goals and affect the bottom line.

**Jaime Groesser PPC & SEM Manager  
(Primary Account Member)**

Jaime Groesser is a digital marketing professional with over 18 years of experience developing & implementing profitable global marketing strategies for both B2B and B2C companies. She started her career during the time Google launched and has been with it ever since. She has worked across various verticals such as retail, automotive, hotel, residential development, and travel/tourism on both the client and agency side. Her experience & expertise lies in paid search (PPC), SEO, social media, email marketing, landing page development, copywriting, conversion optimization, project management, global strategy development, research and analysis.

Specifically, her travel and tourism experience began in 2003 as the Senior Performance Marketing Manager for Intercontinental Hotels Group (IHG). There she developed, implemented and managed the SEO and global paid search strategy across all IHG brands in 10 countries and 5 languages. She managed a \$24M annual paid search budget and exceeded annual revenue goals YoY.

After IHG she went into both Consulting and Agency work and has worked with clients such as: Beazer Homes, Pigeon Forge CVB, Colorado Springs CVB, Atlanta CVB, Emerald Isle Realty Vacation Rentals, Butler County CVB, Minneapolis Northwest, Peoria, Sevier County, Shakopee, Space Coast, Beloit, Aurora, Springfield, Cottage Rental Agency, Hilton Sandestin, iTrip.net, Mammoth Lakes, and Pikes Peak.

She has been with Orange142 since its inception in 2013 where she manages all PPC through Google and Bing.

Jaime's goal is to always stay on top of the latest PPC news and trends and drive exceptional results for clients.

She holds a B.A. in Telecommunications & Business from Indiana University



**Tyler Konarik: Social Media Strategist  
(Primary Account Member)**

Tyler Konarik is a marketing/advertising professional with over 4 years experience working in demand generation advertising and destination marketing. He graduated from Texas Tech University with a Bachelor of Arts in Electronic Media & Communication. He joined the Orange142 team shortly after its' inception in 2013 as a Media Coordinator and later transitioned over to his current position of Social Advertising Strategist. Tyler's "out-of-the-box" thinking and focus on identifying key trends in how consumers use social media in their daily lives helps him develop long term execution plans that meet and exceed his client's stated business objectives.

His willingness to experiment and ability to adapt quickly and efficiently in the fast-paced world of social advertising are two of his greatest strengths. Over the years, he has had the pleasure to work with a variety of world-class brands and DMOs including: Visit Norway USA, Pigeon Forge DOT, Colorado Springs CVB, and the State of Minnesota.

**Erica Hernandez: Client Onboarding Manager  
(Secondary Account Member)**

Erica has over 10 years of experience in digital and traditional advertising and went to school at the University of Texas at San Antonio. She started with Orange142 in 2013 as the traffic manager and is now the Client Onboarding Manager. She works closely with agencies and direct clients as the liason between fulfillment, management and finance ensuring successful campaigns. She has managed campaigns for USDM, ABC Creative, Visit Shakopee, VisitCOS, Butler County, OH, El Paso, TX, Florida's Sun Coast, Pigeon Forge, TN and many more.

**Amy Bellia: Traffic Manager  
(Secondary Account Member)**

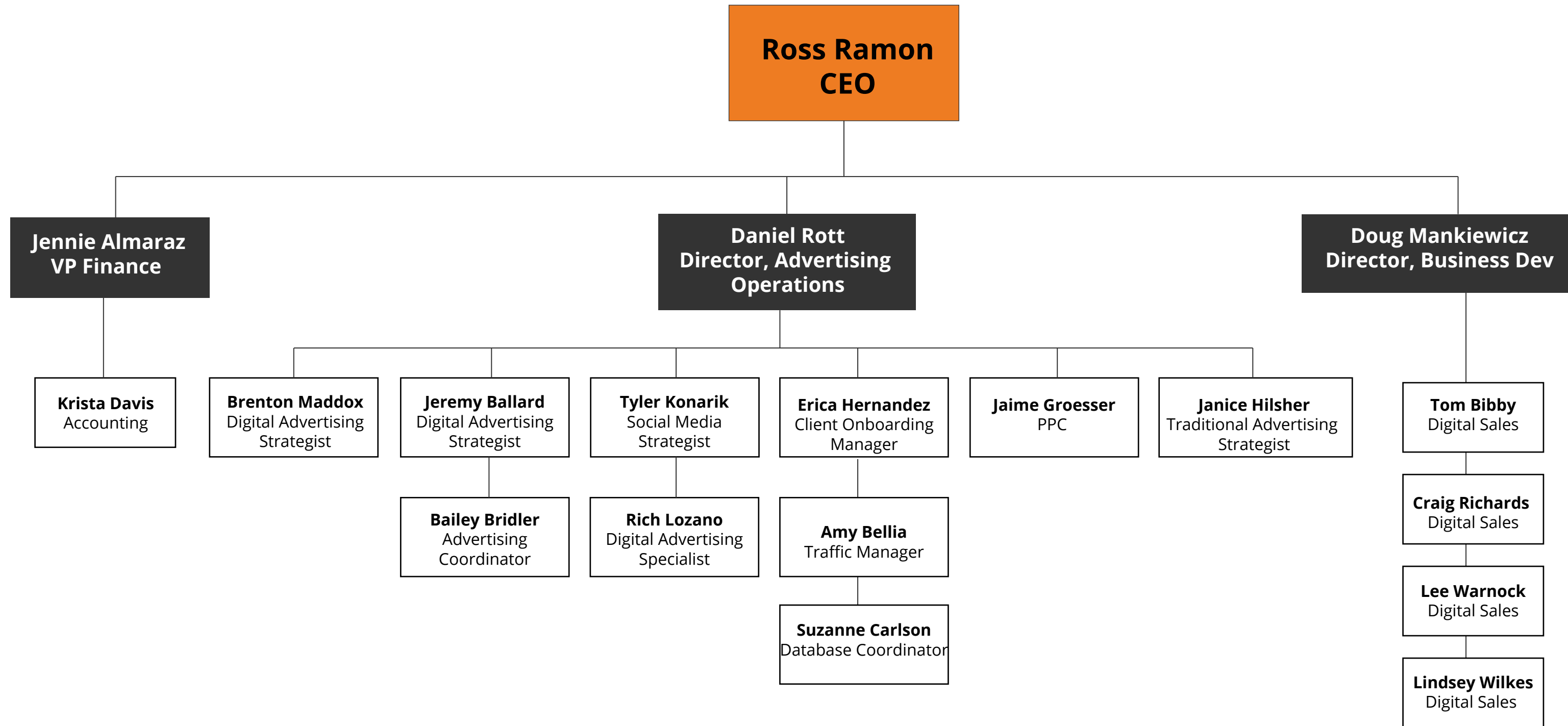
Amy has 20 years digital advertising experience. She is the newest Orange 142 team member and hit the ground running as their primary Ad Traffic Manager.

After graduating from Columbia College with a B.F.A. she moved to San Francisco where she lived for 7 years. Amy worked at IDG where she was her focus was on implementation, testing, deployment, delivery, and optimization of ad campaigns for PCWorld and The Industry Standard. Next, Amy worked at Cars.com and Photobucket where she continued to manage digital advertising and help develop and evaluate long-term product strategies and processes. She has worked with clients such as: Ford, GM, AT&T, Apple, Bank of America, BestBuy, FOX and Disney. Amy's experience gives her a unique and knowledgeable perspective to ensure clients have a successful campaign. She strives to exceed expectations while delivering the highest quality service to customers.

**Suzie Carlson: Data Analytics Engineer  
(Secondary Account Member)**

Suzie has an extensive background in reporting systems like MSSQL, Google Analytics, PowerPivot, and many others. Her data driven approach to marketing and advertising facilitated her lead role in the creation of multiple client dashboards to ensure realtime reporting of conversions, CTR, and other metrics are accessible at any time. She is in charge of campaign reporting, data upkeep and integrity, and tailoring each dashboard to the needs of the client, focusing on metrics that are important to the brand. She also assists with Google Tag Manager implementation and conversion tracking. She has created multiple custom dashboards for Atlantic City, Pigeon Forge, Innovation Norway, and Colorado Springs. She has also utilized our reporting tools to create internal analytics to ensure campaigns are optimized and performing to the best of their ability. She is Google Analytics (IQ) and Microsoft Technology Associate certified. Suzie joined the team in August of 2015.

# ORANGE142 ORG CHART





WE TURN IDEAS INTO  
**ACTION**  
CHALLENGES INTO  
**VICTORIES**  
AND PROSPECTS INTO TRUE  
**BELIEVERS**

We begin by really listening, apply a large dose of market intelligence, then deliver engaging media through cross-channel advertising platforms to build brands, attract audiences, drive adoption and enhance revenue.

But the secret to our success—and yours—isn't just our process; it's our people. We've built an incredible team of subject matter experts from all disciplines, industries and walks of life who work in concert to overcome obstacles and exact real change.

**BOTTOM LINE: WE'RE RIDICULOUSLY GOOD PROBLEM SOLVERS.**

# STRATEGIC PLANNING



# THE ORANGE 142™ STRATEGIC PLANNING PROCESS

## INITIAL CLIENT DISCOVERY AND AUDIT

To help understand how to proceed with SLO CAL, we must have a solid understanding of your online journey. Your Orange142 team will work closely with you to take a deep dive into every element of your online footprint to help us craft a roadmap on how best to shape your digital program. From in-person interviews with SLO CAL team members, to Google Analytics and Social Ads Manager audits, Orange142 loves exploring data firsthand with you to kick our partnership off the right way!

### **Additional Discovery considerations include but are not limited to:**

- Conversion Analysis on SLOCAL.com
- Historical Advertising Performance Reports
- Social Engagement metrics
- Asset Library review
- Pay per Click Google Scores
- Google Analytics Tag audit
- Keyword/phrase research to identify the most appropriate keywords in which your brand should be found. This research will include an analysis of up to three of your competitors' sites to understand their keyword density and incorporation of these keywords along with those found in your defined messaging. The resulting relevant keyword set will prove valuable for informing both the static content for your site as well as informing word/topic choice in "fresh" blog content and social posts - improving SEO and audience satisfaction.
- Competitor analysis to identify and understand where key competitors are present and active, what is being said about those competitors on review sites, blogs, social media accounts, and various other online platforms and channels.
- Reputation audit to identify what is being said about your brand on review sites, blogs, social media accounts, and various other online platforms and channels.


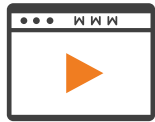





# ADVERTISING APPROACH: PLANNING AND BUYING

# ORANGE 142™ PLANNING AND BUYING PROCESS

How do we put you in front of the perfect prospect at the perfect time in the perfect place with the perfect message? Perfect media management. And that takes discipline. It takes an agnostic approach that resists the easy route and insists on the vehicles most likely to convert for you. From digital media like search, social, video, mobile and email, to traditional media including print, television, radio and direct mail, our process for executing the perfect mix is both a science and an art.

WORLD CLASS PLACEMENT TECHNOLOGIES +  
AUDIENCE DATA + = VISIT SLO CAL  
REAL TIME ANALYSIS ADVERTISING  
SUCCESS

## ORANGE142 CORE COMPETENCIES

							
DIRECT EMAIL	MOBILE & DESKTOP ADVERTISING	VIDEO ADVERTISING & YOUTUBE	ORANGE142 ECHO - NATIVE & RESPONSIVE ADS FOR CONTENT ADVERTISING	ONLINE LEAD GENERATION	SOCIAL MEDIA	PRINT ADVERTISING BUYING/PLANNING	TRADITIONAL ADVERTISING

# WE BELIEVE IN REACHING THE RIGHT TARGET AT THE RIGHT TIME USING CREATIVE ADVERTISING TACTICS

## ADVERTISING TACTICS

SOCIAL, MOBILE, DISPLAY, VIDEO, NATIVE, EMAIL, PPC



## SLOCAL.COM



LEISURE AND MEETING PLANNER ENGAGEMENT FOR SLO CAL

Consumption of online, social, smartphone, tablet and connected TV content is exploding. Reaching the right person on their preferred media device, at the right time and in the right place is an ongoing challenge for brand advertisers. From laptop to tablet/smart phone, an audience needs to be receptive to the message and attentive to the ad placement, all while achieving a large enough scale to have an impact on a destination's bottom line.

Orange142 helps simplify the complexity of multi-screen digital brand advertising with custom interactive digital ads (including video and streaming web radio) across multiple connected devices. The unique combination of sophisticated technology, premium tier publishers, and proven results offer brand advertisers the most effective solution for running digital ad campaigns across preferred devices. Our real time analytics and market intelligence fuels this advertising to ensure your target audience is targeted with every placement from Orange142.



# ACHIEVING MARKETING OBJECTIVES

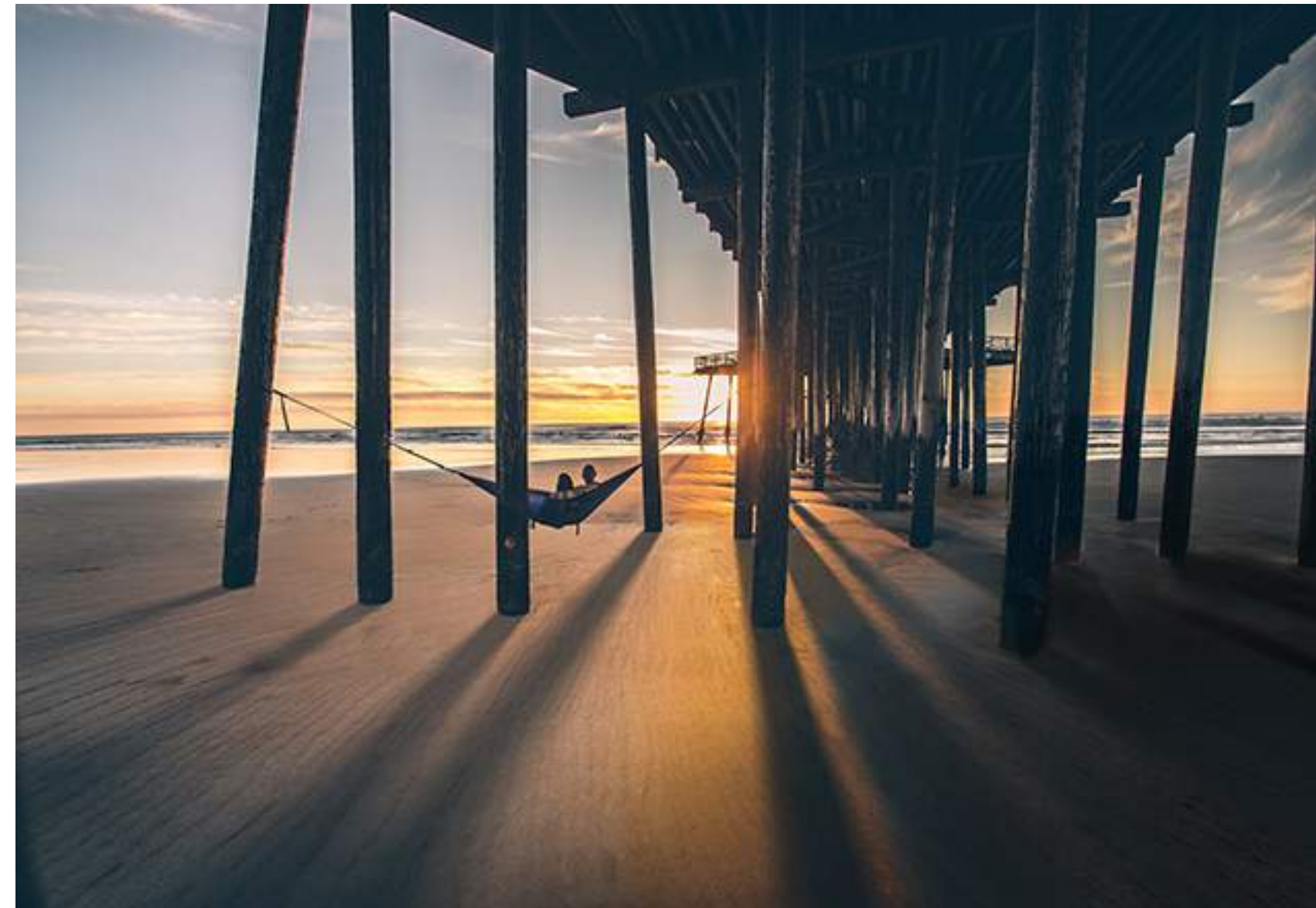
ORANGE142 DEVELOPS CUSTOM STRATEGIES BOTH WITH DIGITAL AND TRADITIONAL MEDIA TO ACHIEVE MARKETING GOALS, HIT ALL KPIS AND PROVIDE A MEASURABLE ROI.

## Common Success Measurement:

- Increasing Relevant Website Visitors
- Improving Average Time Spent on Site
- Reducing Bounce Rate
- Click Outs to Partner Sites
- Visitor Guide Download Requests
- Engage Meeting Planners
- Interactions with social media: followers, impressions, comments, likes and shares

**Ultimately your success is our success.**

Together we will increase heads in beds and spur economic development for our program!





# ORANGE 142

**MANAGES 40 BILLION DIGITAL AD  
IMPRESSIONS DAILY AND 500,000  
ADVERTISING QUERIES PER SECOND...**

**THAT'S 98% OF THE INTERNET**



# ORANGE142 LEISURE AUDIENCE TARGETING FOR SLO CAL :

## WE WILL LEVERAGE OUR ROBUST IN-HOUSE DATA PLATFORM TO PLAN AND PURCHASE SLO CAL ADVERTISING

### Targeting Capabilities Include:

- Age Range, Gender, House Hold Income
- Behaviors (i.e. frequent shoppers, in-market travelers)
- Interests (i.e. outdoor activities, automotive, luxury brands)
- Contextual Targeting
- Buying Behaviors
- Persona Targeting (i.e. creative class audience)
- Niche Audiences (i.e. Meetings Planners)
- Specific white lists of sites and custom channels

### Hyper Target Frequent Travelers:

- Travel
  - Air
  - Car Rental
  - Cruises
  - Hotels & Accommodations
    - Hotels by Location
    - Hotels by Star Rating
      - 1 & 2 Star Hotels
      - 3 Star Hotels
      - 4 Star Hotels
      - 5 Star Hotels
    - Vacation Rentals

### Orange142 has 36 Data Partners Including:



# ORANGE142 MEETING PLANNER AUDIENCE TARGETING FOR SLO CAL

ORANGE142 UNDERSTANDS THE IMPORTANCE OF REACHING MEETING PLANNERS AND THE IMPACT THAT THE MEETINGS SEGMENT HAS ON DESTINATIONS.

Because of this we have dedicated internal resources and leveraged real time B2B data intelligence to research, identify and segment out Meeting Planners by state and meetings type.

All data is continuously updated through data surveys and web behavior tracking to provide for the most up to date list possible.

With our Meeting Planner data, you'd have the ability to:

Segment specific types of planners (Corporate, Sports, SMERF, etc.)

Market to planners by meetings size (e.g. Planners of meeting less than 100 attendees).

Sample Meeting Planner Data Pull

U.S. STATE	CORPORATE PLANNER	ASSOCIATION PLANNER	GOVERNMENT PLANNER	SPORTS PLANNERS	FAITH MEETING PLANNERS	WEDDING PLANNER	EVENT PLANNER
<b>TOTAL (50 States)</b>	<b>127,850</b>	<b>50,994</b>	<b>26,882</b>	<b>65,399</b>	<b>79,800</b>	<b>447,711</b>	<b>581,971</b>





# CO-OP CONSIDERATIONS





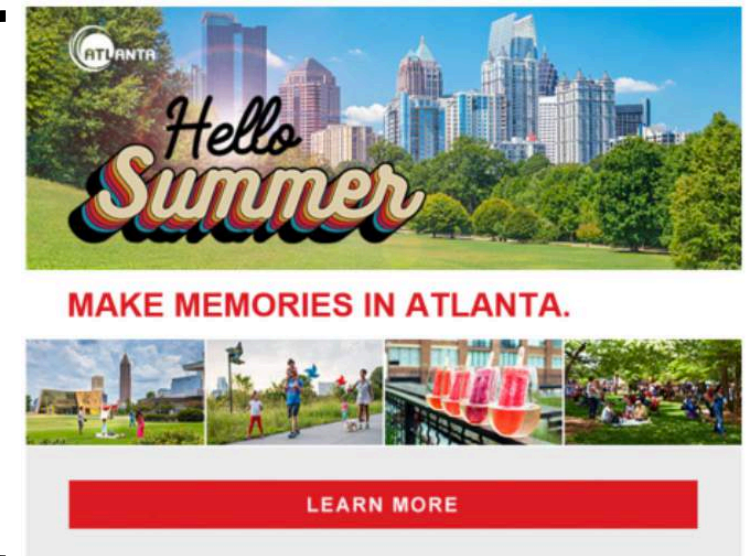
# CUSTOM CO-OP PROGRAMS

Orange142 has extensive experience working with our partners to develop and sell **turn-key** co-op programs. From DMOs like Atlanta, countries like Norway and states like Minnesota, we develop co-op programs that are simple to understand and deliver solid results. O142 also coordinates campaign performance reports for participating partners to keep them informed and engaged throughout the entire campaign lifecycle.

## Co-Op tactics can include:

- Utilizing web traffic on the SLO CAL site to retarget with partner creative
- Develop e-mail blasts to new, targeted audiences and include creative for every partner (see Atlanta example on the right)
- Content development that includes info about each partner and distribute the content online through Native Advertising (e.g. Top Ten Things to Do in SLO CAL)
- Social Media influencers to discuss partners and distribute content on social channels
- Rich media ads that rotate or showcase partners to help raise awareness and drive web traffic.

PRIMARY CLIENT



LOCAL ATLANTA CO-OP PARTNERS





# PROMOTIONAL & STRATEGIC PARTNERSHIPS

**Our core focus and competency is advertising. Our robust experience in the Travel and Tourism space has granted us the opportunity to work with amazing destinations around the world and leverage our buying power to benefit our clients.**

From exclusive access to world class inventory like NewYorkTimes.com and Travel & Leisure to one of a kind social engagement programs with Matador Media, Orange142 works hard to bring the most engaging and cutting edge advertising programs for SLO CAL and your partners. As an advertising house and your strategic partner, we guarantee transparency into your program, cost efficiencies and the promise to further your brand and audience reach well into the future.

**In addition to our buying power, Orange142 has access to and leverages the following partnership to enhance and customize your media program**

- Travel Writers
- Social Influences
- Content Development And Distribution Channels
- Creative Development And Microsite Development
- Custom Editorial Content Distribution
- Custom Content Syndication
- Spotify Curated Playlists







# SOCIAL MEDIA CAPABILITIES

## WE LIVE IN A SOCIAL WORLD.

The convergence of media and connectivity has happened. Now more than ever consumers are happy to engage, share, like, Tweet, Snap and custom filter their thoughts and experiences with the world. At Orange142 we have developed an extensive Social Media team that knows how to craft custom social messaging that is as genuine and encompassing as consumers demand. From experiential Facebook Canvas to Geo location SnapChat filters designed to give your audience some extra flair, we use the same custom advertising approach in our social campaigns.



# ORANGE142 SOCIAL ADVERTISING APPROACH

Orange142 understands the importance of cooperation when strategizing, planning, buying and launching Social Advertising on behalf of our clients. As a Facebook Agency Partner with Blueprint Certified staff, Orange142 has the best resources to help develop an overarching social strategy that compliments other advertising mediums. While Facebook & Instagram have the largest market share, we make sure that we evaluate every social channel on behalf of Visit SLO CAL.

Our Social Advertising approach varies based on the type of engagement our client's require. From complete turnkey social media management or social advertising execution, we craft our team and approach based on your program needs.

## **Social Media Approach (High level):**

- Introductory client discovery session
- Social Media Audit of all active channels
- Review audience engagement and growth per social channel
- Review client asset library to understand what content we have at our disposal
- Develop content and posting calendar
- Identify social channel objectives (Awareness, Consideration, Conversion)
- Assign channel budgets and KPIs per channel
- Ongoing monitoring and optimization efforts
- Develop per channel ROI metrics




















# SAMPLE SOCIAL OBJECTIVES

The following are samples of how Facebook, Instagram and other social channels define advertising engagement. Orange142 takes the same approach to helping our clients engage their audiences in a fun and genuine manner. It is this line of thought that helps Orange142 select, place and monitor the social advertising on behalf of SLO CAL.

- **Awareness:** Objectives that generate interest in your product or service
- **Consideration:** Objectives that get people to start thinking about your business and looking for more information about it
- **Conversion:** Objectives that encourage people who are interested in your business to purchase or use your product or service

What's your marketing objective?

Awareness	Consideration	Conversion
 Boost your posts	 Send people to a destination on or off Facebook	 Increase conversions on your website
 Promote your Page	 Get installs of your app	 Increase engagement in your app
 Reach people near your business	 Raise attendance at your event	 Get people to claim your offer
 Increase brand awareness	 Get video views	 Promote a product catalog
 Increase your reach	 Collect leads for your business	 Get people to visit your stores



# REAL TIME ANALYTICS & RESEARCH



# KEEP YOUR FINGERS ON THE PULSE WITH REAL TIME SLOCAL.COM DASHBOARD REPORTING

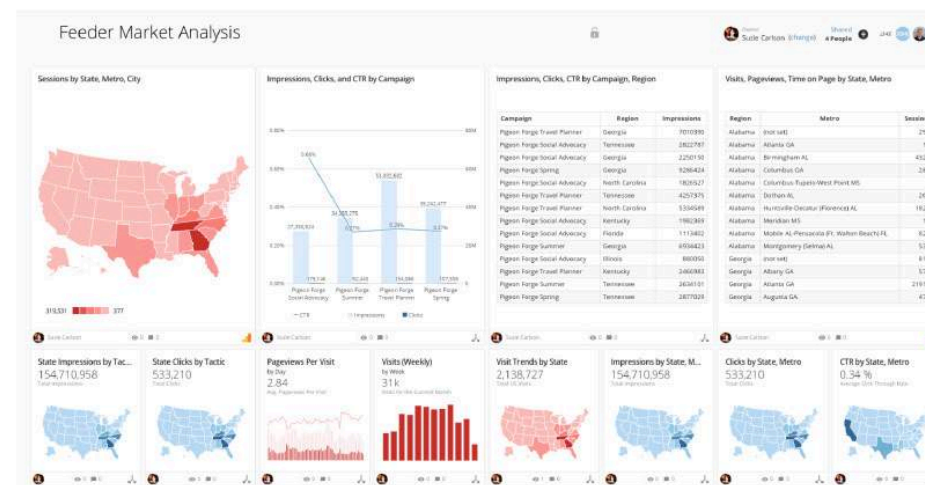
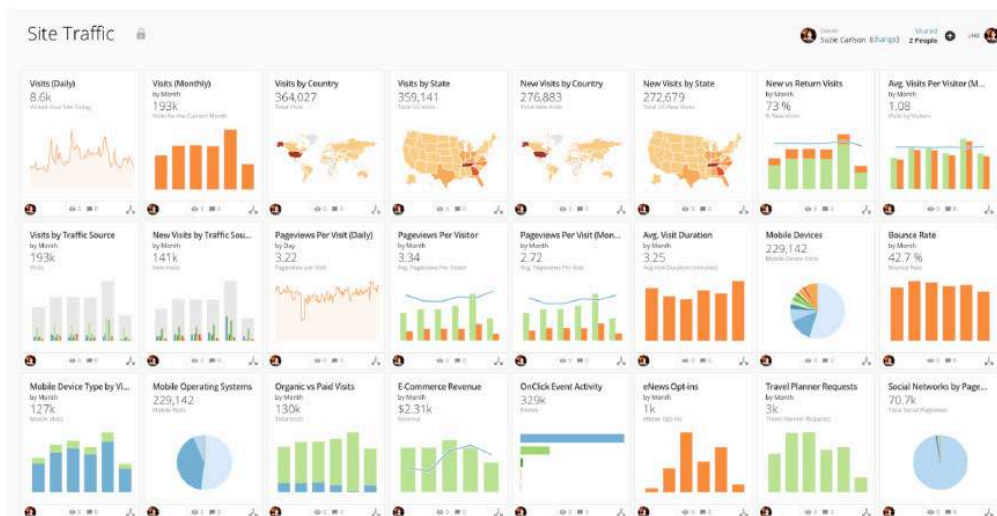
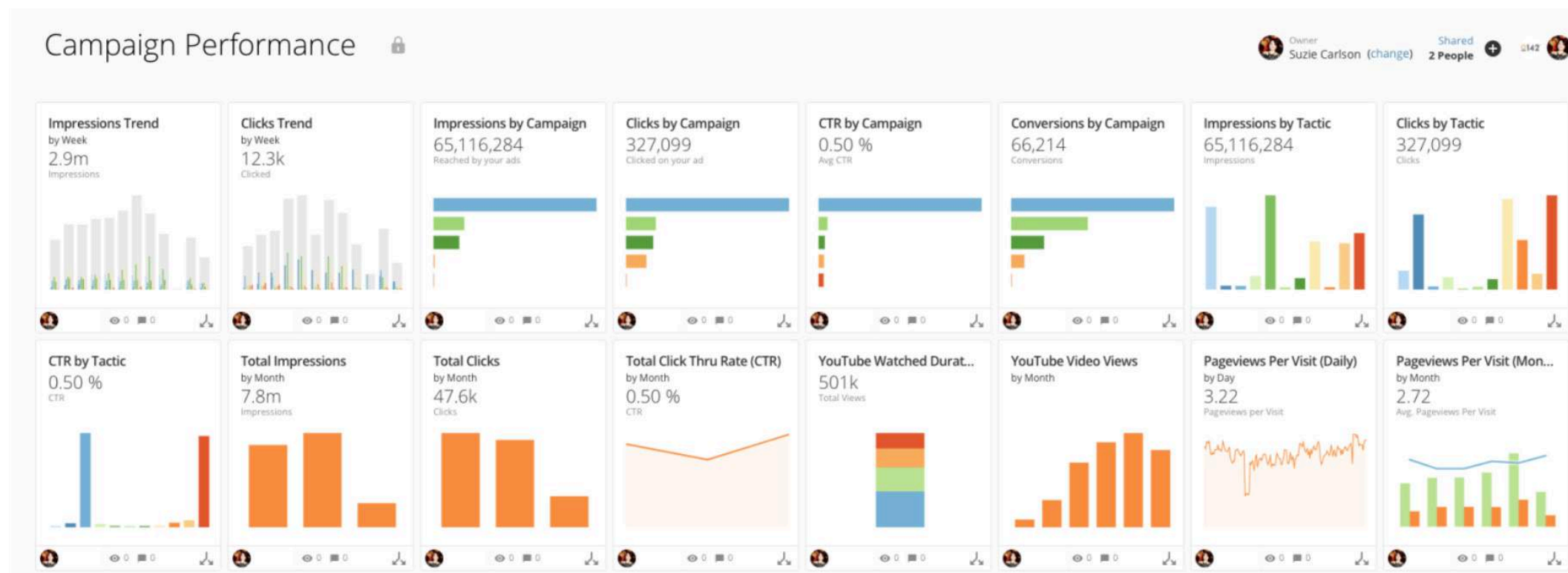
**WE PROVE OUR REAL VALUE WITH REAL NUMBERS. OUR LEADING-EDGE TECHNOLOGY AND ANALYTICS SOFTWARE ASSESSES PERFORMANCE, DIRECTS OUR RECOMMENDATIONS AND VALIDATES MARKETING DECISIONS WITH YOU. YOUR ADVERTISING INTELLIGENCE COMING FROM CAMPAIGNS GIVES YOU INSIGHT ON ALL OF YOUR ADVERTISING AND MARKETING PROGRAMS.**

As an Orange142 client, SLO CAL will have direct access to a robust reporting dashboard solution that delivers:

- Complete SLOCAL.com Google Analytics Integration
- Complete SLOCAL.com Social Account Integration (Facebook, Twitter, Instagram)
- Real time campaign pacing
- Impression Delivery
- Click Delivery
- Conversion Analysis
- Operating System Usage
- Device Usage (Phone/Tablet)
- Optimization Efforts
- Revenue



# ORANGE142 REAL TIME REPORTING DASHBOARD EXAMPLES





# RESEARCH ASSETS

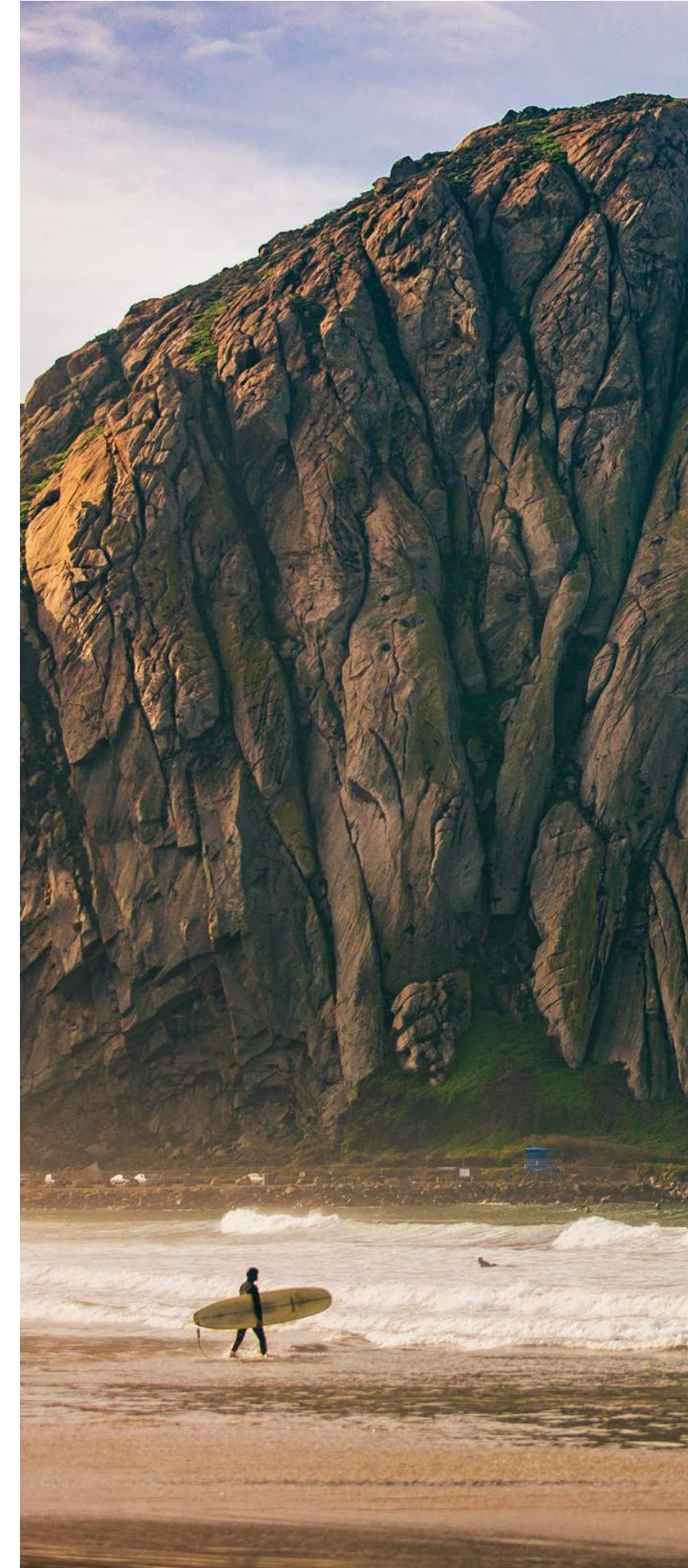


# WE ARE INDUSTRY CERTIFIED

Orange142 is a certified member of the Interactive Advertising Bureau (IAB) which sets the standards and best practices for the digital advertising industry.

Additionally, the Orange142 team carries the certifications and campaign experience to be listed as both a “Premier” Google Partner and a Facebook Agency Partner

These certifications allow our team to continually expand our knowledge base and evolve with the industry. Additionally, we pass this knowledge to our clients through transparent media campaigns and ongoing information sharing.





# ORANGE142 CLIENT BRAND PROTECTION



# HOW DOES ORANGE142 PROTECT YOUR BRAND?

**As an advertising company, Orange142 has implemented extra precautions into our advertising platform to ensure our client's brands are protected against malicious content, click bots, fraudulent traffic and online scamming. All Orange142 advertising inventory is 3rd party audited and verified to be confirmed impressions.**



## Pre-bid Policy Enforcement

Which constantly monitors our marketplace health and bars domains that:

- Violate our prohibitions against non-human traffic; hate speech; piracy; pornography; advocacy of terrorism etc.
- Fail to meet technical and creative standards
- Act primarily as content farms (i.e. are intended purely to generate ad impressions)
- Engage in deceptive acts in commerce (a category that can include "fake news").



## Data Science & Audit Teams

Dedicated to the removal of offending domains through use of automated and human processes:

- Automated tools for domain detection and monitoring inbound bid requests for traits associated with malvertising
- Post auction verification to prevent domain masking
- Orange142 blacklist of 300,000 domains and growing
- Human auditors check the legitimacy of any placement generating a significant number of daily impressions



## Buyer Settings & Features

Variety of in-built tools that give buyers control over their brand safety measures:

- Enabling buyers to establish their own blacklists and whitelists
- Integrated with all the major third-party verification services
- We share information with our ecosystem partners & request customers highlight any violations of our marketplace policies



# ORANGE142 CLIENT BRAND PROTECTION

- We bar from our marketplace domains that:
  - Violate our prohibitions against hate speech; piracy; pornography; gambling (in applicable jurisdictions); guns, explosives, and ammunition; advocacy of terrorism; and graphic violence; and non-human traffic;
  - Fail to meet technical and creative standards;
  - Act primarily as content farms (i.e., are intended purely to generate advertising impressions);
  - Engage in deceptive acts in commerce (a category that can include “fake news”).
- Orange142 also leverages network sellers that bring inventory that they procured directly from end publishers.
- We leverage a standalone team of data scientists and auditors dedicated to using automated and human processes to detect and either remediate or remove offending domains.
- We share information with our ecosystem partners and we ask that our customers bring to our immediate attention any potential violations of our marketplace policies.
- Orange142 has been aggressive in enforcing its quality standards. It was one of the first advertising technology companies to remove Breitbart.com and Infowars.com from its marketplace and has moved aggressively to blacklist other domains that violate our standards.
- To date, we have blacklisted over 300,000 domains, and we continue to remove offending domains from our marketplace on an ongoing basis.
- We also establish constant blacklists and whitelists, and to work with third-party verification services to ensure additional brand safety,



# THE ORANGE142 DIFFERENCE

Programmatic ad serving can be a powerful tool to help advertisers reach their audience and encourage a consumer response. Technology only can go so far and without a human element there will be room for controversy and error.

While it may sound cheesy, **“We put the human eyes on programmatic buys”** has been our motto since the rise of automated ad serving technology.







# ORANGE142 TRAVEL & ADMINISTRATION



# ORANGE142 TRAVEL & ADMINISTRATION:

Simply put, Orange142 does not charge our clients for Travel & Administration fees. Ever. We are travelers ourselves and believe that in order to market and advertise a destination, we must experience it first hand. All Orange142 team members visit our client's multiple times a year whether that be for specific meetings, or just as part of a FAM Trip. Your Orange142 SLO CAL team will not only kick off our program in person, but will be in market throughout the year as needed for in person meetings. At the end of the day... **it's travel and we love doing it!**



# INNOVATION CASE STUDIES:

# VISIT NORWAY

## BUILDING BRAND AWARENESS AND DRIVING U.S. TOURISM TO THE COUNTRY OF NORWAY WITH CO-OP PARTNER CAMPAIGNS.

### Budget: \$1,400,000 USD

Services: Digital Advertising Agency - Digital/Traditional advertising planning, execution, production, programming development, reporting and analytics

### THE CHALLENGE

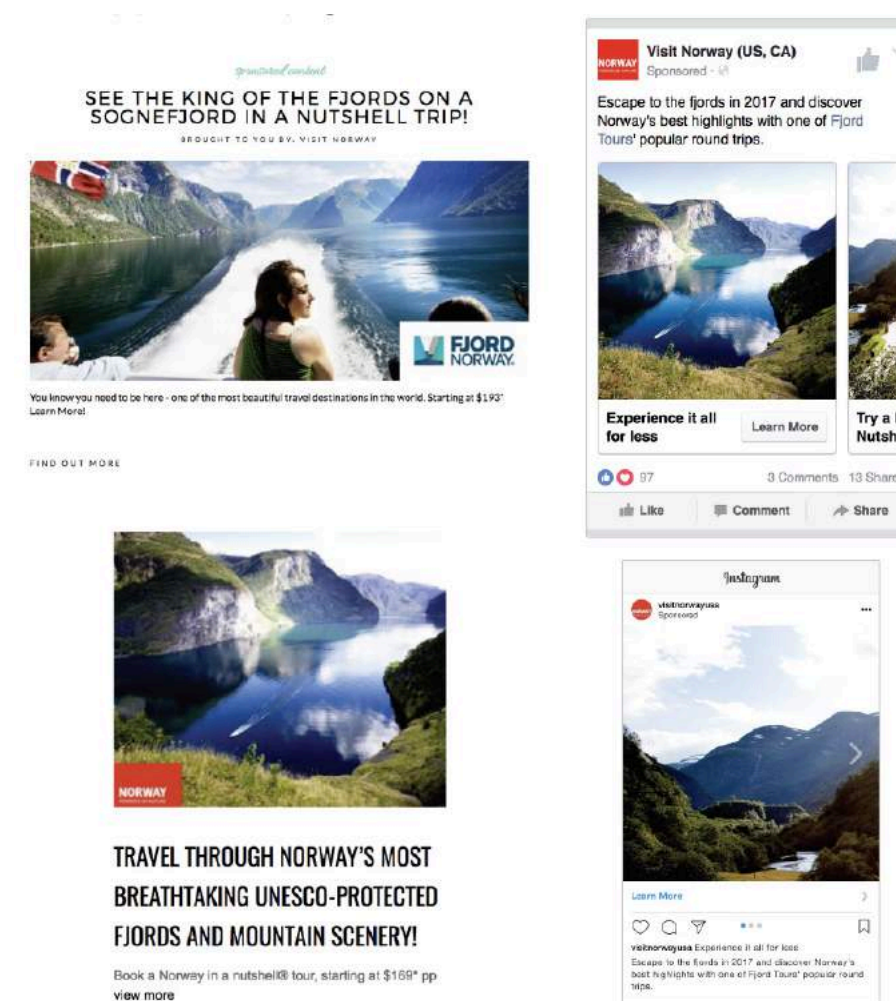
Orange142 was engaged to build up US consumer travel to Norway while featuring local Norwegian partners as part of a global Co-op initiative. Reporting transparency, audience targeting, and creative management between partner and brand success had been challenging. Our charge was to mine audiences with the highest propensity to travel to the destination and prove measurable results for both the brand and each partner.

### THE SOLUTION

Orange142 created unique audience profiles and segments which were inline with Visit Norway's visitor profile. Leveraging our real-time reporting dashboard, Norway was able to see all individual audience segments along with partner information and top converting advertising tactics. Partner data included but not limited to impressions, clicks and conversions (airline bookings, hotel bookings and adventure tours).

### THE RESULTS

Not only were we able to measure partner conversions for the first time, but audience targeting has allowed us to show what we are targeting is working with conversions rolling in. **Since taking over as Norway's agency in 2015 bed nights have had a lift of 17% 2015-2016 YoY. So far this year we are on pace to have a 22% 2016-2017 YoY lift!**





# VISIT EL PASO

## VISIT EL PASO UTILIZES ORANGE142 FOR SOCIAL MEDIA MANAGEMENT AND ADVERTISING



**Services: Facebook, Twitter & Instagram Content Development and Scheduling, Facebook Advertising**

### The Challenge

Visit El Paso was looking for an enterprise level social media service to compliment the social media outreach performed by their team. The organization wanted a professional guidance on best practices, content development, content scheduling calendar and wished to specifically grow their social presence with a NEW audience outside of locals and existing fan base.

### The Solution

Orange142 produced an on-going content calendar with new and fresh social posts designed to encourage engagement online. Additionally, Facebook ads and boosted posts were developed to reach a 400-mile drive radius around the destination but excluding the El Paso DMA.



Content Schedule	First 3 Months Ad Performance
3- Facebook Posts per day	2,196 New Facebook Page Likes
1- Instagram post per day	1,371 Clicks to El Paso Website
1- Twitter post per day	17,133 Video Views

# PIGEON FORGE DEPARTMENT OF TOURISM

## ORANGE142 CAPTURED MORE QUALIFIED, COST-EFFICIENT CONSUMER LEADS USING FACEBOOK

### THE CHALLENGE

Pigeon Forge DOT tasked Orange142 with developing a strategy to increase and capture qualified Travel Planner leads in a more cost-effective way.

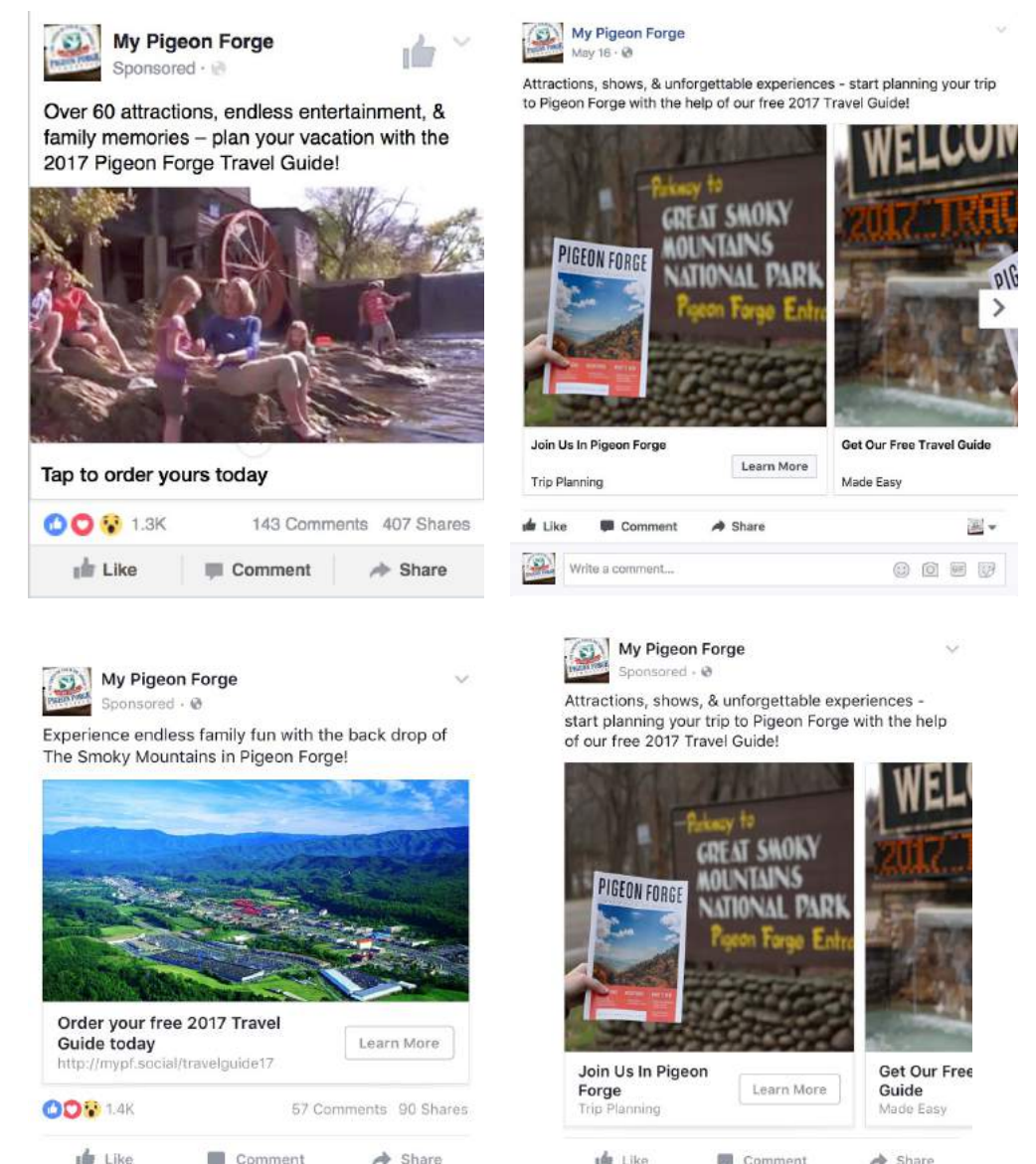
### THE SOLUTION

Two identical social campaigns were developed and executed to determine if more leads were collected by allowing users to request information directly inside Facebook via the social network's lead form placement, or by taking the more traditional route and pushing them to a landing page. Performance tracking provided data on consumer behavior, which informed campaign optimizations and drove higher conversion rates.

### THE RESULTS

O142 found that more users interested in traveling to Pigeon Forge--when asked to provide personal information--preferred staying inside of Facebook rather than being pushed to a landing page. Other key success metrics included:

- More than 873,000 impressions delivered and a unique CTR of 2.27%
- 48% lift in leads utilizing Facebook's native lead form
- 24% drop in cost per lead (when compared to a pay-per-conversion campaign)





# NORTH MYRTLE BEACH

NORTH MYRTLE BEACH WAS LOOKING FOR A COMPREHENSIVE MEDIA CAMPAIGN TO TARGET SINKS, DINKS AND FAMILIES FOR THEIR SPRING LEISURE TRAVELER PROMOTION.



## Services:

Orange142 Email Marketing

Echo – Responsive Ads & Content Advertising

Targeted Display Ads

Native Video Advertising

Pre-roll Instream Video

## THE CHALLENGE

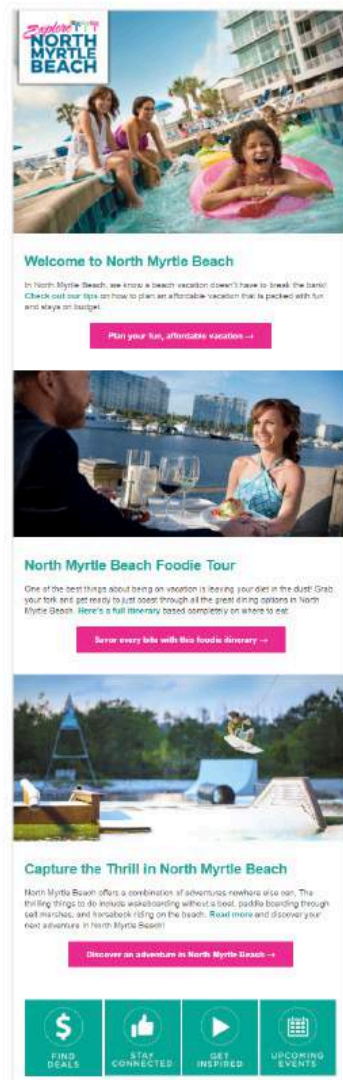
Utilize Orange142 database to target three segments of leisure travelers: Dual Income No Kids (DINKs), Single Income No Kids (SINKs), and Families.

## THE SOLUTION

Orange142 utilized targeted data platform to market to and reach each targeted segment. A variety of media channels were utilized to ensure a strong share of voice and multiple touch points

## THE RESULTS

Orange142 was capable of targeting all audience segments and track performance of each. Over 96,600 completed video views were delivered (many as added value), Email delivered a 2.31% CTR with 4,824 clicks and Echo delivered 5,754 clicks with an Avg. Time on Page of 1:30!





# COLORADO SPRINGS CVB

## DMO LEVERAGES REAL-TIME MARKET INTEL FOR BIG DATA LEADERSHIP POSITION WITH STAKEHOLDERS

**Budget: \$1,125,000 USD**

**Services:** Digital/Traditional advertising planning, execution, production, programming development, reporting and analytics

### THE CHALLENGE

To better understand and attract new visitors from established feeder markets

### THE SOLUTION

Orange142 gathered and analyzed consumer data and tested messaging and creative with new prospective visitors. Findings improved real-time performance in campaign reach and response and provided ongoing market intelligence.

### THE RESULTS

**The DMO became the Big Data and market intelligence leader in their destination. The DMO guided destination partners and stakeholders, including the airport, in the adoption of real-time research findings. Based on this intelligence, the DMO grew their Co-op advertising participation from local entities.**



# ATLANTIC CITY

## MEET AC UTILIZES ORANGE142 MEETING PLANNER DATABASE AND “IN-NEED” BANNERS TO REACH SMALL MEETING PLANNERS

### Services:

Orange142 Email Marketing

In-Need Targeting and Ad Serving

### THE CHALLENGE

Reach planners of meetings with less than 100 attendees

### THE SOLUTION

Orange142 utilized its proprietary database of meeting planners to send an email blast and tracking open rate and click through rate. In addition, banner ads were sent to the email openers as retargeting and to planners targeted as “in-need” of meeting space.

### THE RESULTS

The DMO had a very strong campaign with an average open rate of 52.87% and a click through rate of 19.6%. In-need targeting generated 894 clicks with a 0.71% CTR.

**Bounce rate was less than 15% during the campaign with an Avg. Session Duration of 3:16!**



# EXPLORE MINNESOTA

## EXPLORE MINNESOTA TOURISM UTILIZES ORANGE142 DATABASE TO REACH BIKING ENTHUSIASTS IN THE UPPER MIDWEST

### Services:

Orange142 Email Marketing

Echo – Responsive Ads

Targeted Display Ads

### THE CHALLENGE

Promote biking activities and trails throughout Minnesota during Fall and Winter months. Promote Fat Tire biking in snow season.

### THE SOLUTION

Orange142 utilized it's proprietary database to reach frequent bikers, fat tire bike owners, off-road bikers to send an email blast and tracking open rate and click through rate. In addition, banner ads and Echo responsive ads were used to drive web traffic to the Pedal MN landing pages.

### THE RESULTS

The DMO had a very strong campaign with an email open rate of 22.87% and driving over 6,600 clicks. Echo and banner campaigns performed well above industry average driving over 11,000 clicks to the Pedal landing page.

**E-mail bounce rate average 18% for the campaign and total Avg. Time on Page was nearly 2 minutes!**





# ARRIVALIST – 0142 CASE STUDY

AN ORANGE142 TOURISM CLIENT UTILIZED ARRIVALIST TO TRACK DIGITAL MEDIA PERFORMANCE ACROSS THEIR WEBSITE AND WITH DIGITAL VENDORS.

## Services:

Targeted Display Ads

Native Advertising - Sponsored Content Activation

Email Marketing (utilizing Orange142 Radar Data Platform)

## The Challenge:

An Orange142 DMO client in Ohio wanted to track the effectiveness of their online initiatives including paid search, SEO, content development, and paid digital media.

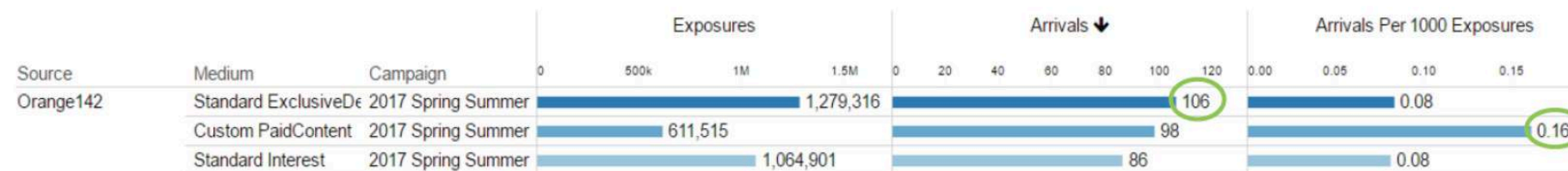
## The Results:


Orange142 Target Display Ads & Mobile Banners were the top performing medium by arrival volume.

Orange142 accounts for over 45% of the total arrivals to the destination during the period measured.



The top performing medium by arrival volume is Orange 142's Display/Mobile banners. The most efficient medium thus far is the Custom Paid Content, which is the native campaigns.





# PROGRAM WORKPLAN AND BUDGET

# PROGRAM WORKPLAN (SAMPLE)

Vehicle	August					September				October				November					December				January				February					March				April				May				June									
	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24					
<b>Client Onboarding Strategy:</b>																																																					
Orange142/SLO Cal Agreements & Approvals																																																					
Formal Team Introductions																																																					
Restate Mutual Goals/Campaign Aims																																																					
Formalize Detailed Schedule for Production/Advertising Campaign																																																					
SLO Cal Asset Collection (if applicable)																																																					
Orange142 Dashboard Integration																																																					
Final Campaign Approval																																																					
Advertising Launch																																																					
<b>DIGITAL</b>																																																					
Programmatic Display Advertising																																																					
Youtube CPV Video Advertising																																																					
eMail Advertising																																																					
Mobile/Tablet Advertising																																																					
Digital Display Retargeting (Concurrent with Programmatic Display)																																																					
Native Display Advertising																																																					
Reporting Status Calls																																																					
<b>Total Digital</b>																																																					
<b>PAID SOCIAL MEDIA / PAID SEARCH</b>																																																					
Facebook.com																																																					
Twitter.com																																																					
Pinterest Promoted Pins																																																					
Paid Search																																																					
Reporting Status Calls																																																					
<b>Total Paid Social / Paid Search</b>																																																					
<b>TRADITIONAL</b>																																																					
TV																																																					
Radio																																																					
Billboard																																																					
Out of Home																																																					
Magazine																																																					
Reporting Status Calls																																																					
<b>Total Traditional</b>																																																					



# PROGRAM BUDGET (SAMPLE)

Category	% of Total Budget	Estimated Total Cost	Estimated Total Impressions*	Estimated Total Clicks*
STRATEGIC PLANNING & CAMPAIGN DEVELOPMENT	10%	\$95,000		
PAID SEARCH/SOCIAL MEDIA MANAGEMENT	7%	\$67,500		
TRAVEL & ADMINISTRATION	0%	\$0		
DIGITAL DISPLAY MEDIA	10.5%	\$100,000	25,000,000	25,000
DIGITAL VIDEO MEDIA	13%	\$127,000	8,466,667	16,933
PAID SOCIAL MEDIA	21%	\$200,000	28,686,173	240,964
NATIVE MEDIA	12%	\$110,500	18,416,667	36,833
Paid Search Media	3%	\$25,000	400,000	20,000
PRINT MEDIA	3%	\$25,000	1,000,000	N/A
BROADCAST (TV/RADIO) MEDIA	10.5%	\$100,000	6,666,667	N/A
OUT OF HOME	5%	\$50,000	3,000,000	N/A
Other (email)	5%	\$50,000	500,000	25,000
<b>Total</b>	<b>100%</b>	<b>\$950,000</b>	<b>92,136,173</b>	<b>364,731</b>

\*Impressions and Clicks are estimated. These are based off averages Orange142 see's across all travel clients. Final allocation of budgets will guarantee Impression and Click totals.





# ORANGE142 INTERNAL CONTROL STRUCTURE



# ORANGE142 PRIDES ITSELF ON OUR INTERNAL CONTROLS AND PROCEDURES.

IN ADDITION TO OUR INTERNAL FINANCE DEPARTMENT, WE HAVE AN EXTERNAL CPA FIRM THAT WE UTILIZE TO PERFORM OUR ANNUAL AUDIT AND TAX REPORTING, AS WELL AS MONTHLY FINANCIAL REPORTING REVIEW. WE ALSO UTILIZE THE FIRM'S OTHER AREAS OF EXPERTISE WHEN WE HAVE QUESTIONS OR NEED THEIR ADVICE.

## Below are a few examples of our internal controls:

- We start the process with a new client with a credit application and run it through a process with our credit insurance company. Based on that decision, we make the following payment terms available.
  - Approval - 30 day terms for payment
  - Denial – require prepayment before media campaign begins
- We require a signed IO for all campaigns.
- Media performance and delivery is monitored in real-time and coincide with our finance department to ensure accurate billing and fulfillment of all elements of your campaign
- Monthly invoicing is provided in a timely manner and provides separate line items on a tactic-by-tactic basis. The invoice can be as detailed as required by the client.
- Performance reporting can be sent at the same time as the invoice or on an as-needed basis per SLO CAL request
- Acceptable methods of payment include: Check, ACH and Wire







# ORANGE142 PROPOSAL REQUIREMENTS



# ORANGE142 2016 ANNUAL BILLINGS

JANUARY - DECEMBER 2016

## Orange142 2016 Annual Billings January - December 2016

Client	Total	Client	Total
ABC Creative Group	\$287,895.00	Inver Grove Heights	\$16,000.00
Ampersand Agency	\$202,000.00	Lake of the Woods Tourism	\$20,000.00
Ashley Rash	\$13,750.00	Mac's Productions	\$1,700.00
Atlanta CVB	\$680,593.00	MediaOne	\$143,456.00
Big Bend	\$4,500.00	Meet AC	\$7,000.00
Boelter Lincoln	\$13,000.00	Minneapolis Northwest	\$75,000.00
Butler County Ohio	\$42,622.00	Minocqua Area Chamber of Commerce	\$3,500.00
Central PA CVB	\$6,750.00	Morgan & Co	\$25,000.00
Charlotte Regional Visitors Authority	\$200,000.00	Myrtle Beach	\$10,000.00
Clark, Nikdel, Powel	\$34,400.00	Noise Inc	\$5,750.00
Colle McVoy	\$72,200.00	OneUp Innovations	\$5,000.00
Colorado Springs	\$611,207.00	Peoria Area CVB	\$44,668.00
Columbia	\$50,000.00	Pigeon Forge DOT	\$1,645,568.00
Diedrich RPM	\$2,500.00	Stamats	\$23,831.00
Emerald Isle Realty	\$112,306.00	Traverse City Tourism	\$28,000.00
Explore Minnesota	\$1,000.00	Universal McCann	\$7,806.00
Florida's Space Coast Office of Tourism	\$30,000.00	USDM	\$25,807.00
Grand Rapids	\$10,000.00	Visit Central Florida	\$145,333.00
Greater Wilmington CVB	\$38,638.00	Visit Shakopee	\$51,245.00
Hinckley CVB	\$12,000.00	Walnut Creek Downtown	\$4,899.00
Impact Golf Marketing	\$17,000.00	Zehnder Communications	\$24,007.00
Innovation Norway	\$1,493,271.00		
<b>Total</b>			<b>\$6,249,202.00</b>

# ORANGE142 DIGITAL, PRINT AND OOH EXPERIENCE

Client	Services	Orange142 Client Duration
Atlanta CVB	Digital Strategy and Execution, PPC, Meetings Print Advertising, Co Op Planning	4 years
Innovation Norway	Digital Strategy and Execution, PPC, Social Planning and Advertising, Co Op Planning, OOH Planning & Execution	2 years
Colorado Springs CVB	Digital Strategy and Execution, PPC, Leisure and Meetings Print Advertising, Co Op Planning	4 years
Pigeon Forge DOT	Digital Strategy and Execution, PPC, Social Advertising, Group Print, CMT Road Tripper Broadcast Segments	4 years
Texas A&M Kingsville (Ampersand Agency)	Digital Strategy and Execution, Print Advertising, OOH	2 years
<b>No subcontractors (past and present) are used to purchase any advertising on behalf of Orange142</b>		



# ORANGE142 REFERENCES

## **Beate Christin Gran**

Digital Media Manager

Innovation Norway New York

Beate.Gran@innovationnorway.no

D: +212 885 9701

Contract: 2015 - Current

## **Amy Long**

Chief Innovation Officer

Colorado Springs CVB

amy@visitcos.com

D:(719) 685-7630

Contract: 2013 - Current

## **Andrew Wilson**

Executive Vice President & Chief Marketing Officer

Atlanta Convention and Visitors Bureau

awilson@atlanta.net

D: 404-527-6964

Contract: 2013 - Current

# ORANGE142 FINANCIAL STATEMENTS

ALL ORANGE142 FINANCIALS WERE MAILED TO THE SLO CAL OFFICES AND MARKED CONFIDENTIAL. PLEASE DESTROY AFTER USE.







**THANK YOU**



July 23, 2017

# Media Agency

Proposal for SLO CAL

**Nate Huff**

Senior Vice President

941-342-2367

[Nate.Huff@MilesPartnership.com](mailto:Nate.Huff@MilesPartnership.com)

**miles**  
PARTNERSHIP

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## Letter of Interest/Executive Summary

Dear Members of the Selection Committee,

Thank you for the opportunity to submit our proposal to become the media partner for Visit San Luis Obispo County. We're excited by the opportunity to collaborate on a media strategy that will help further the SLO CAL brand and bring visitors from around the world to the beaches, wineries and diverse communities of San Luis Obispo County.

We believe strongly in open communication and transparency. The truth is, just about any agency can plan and buy media. What we believe we bring to the table is a holistic view of the path to purchase for the traveler, and proven experience along all aspects of that journey.

Over the past 60 years, we've worked with hundreds of top travel destinations and companies to deliver strategic and creative services to define their brand voice, highlight differentiators and attract millions of visitors through future-focused media planning. Our systematic and thorough approach is built upon integration—pushing a consistent, emotion-driven message across all of a destination's owned and paid channels. The website, creative and content are all cogs in a larger wheel that must work together with the media strategy to push a destination forward.

We believe your industry partners are a critical part of your success (and vice versa), and no agency comes with more experience helping destinations work both “downstream” and “upstream” to maximize these partnerships. We have a long track record of creating industry co-ops on behalf of DMOs, developing creative, content-centered marketing opportunities that make your dollars and your hotels' and attractions' dollars go further. At the state and national level, we also work closely with Visit California and Brand USA, and can bring the value of those relationships to our partnership.

Experience and partnerships aside, our team recognizes that, ultimately, the proof is in the numbers. Numbers don't scare us. We take pride in our research-based approach to planning and our dogmatic obsession with optimization and reporting. “Same as last year” is not a phrase we find acceptable at Miles. We will keep pushing forward on behalf of you and your partners.

As a California native, I'm passionate about marketing my home state. And together with your California-based Account Director Mina Robertson, we believe Miles is the right partner to take your exciting young brand and build awareness, increase consideration and, most importantly, drive travel to San Luis Obispo County.

Thank you for the opportunity,



Nate Huff  
Senior Vice President



## Description of Proposer (9.2)

### Meet Miles

Miles is a strategic marketing company focused exclusively on travel and tourism.

We began doing business 63 years ago as SEE Magazines; Roger W. Miles purchased SEE Magazines in 1990 and formed Miles Media Group. In 2016, we changed our name to Miles Partnership.

We began as an entrepreneurial venture, and that spirit of seeing and seizing opportunity has remained with us. Over the past 60-plus years, we have continuously evolved with the times to deliver forward-thinking, successful solutions that meet our clients' needs and support economic development, awareness and advocacy. Your goals are our goals.

### Office Information

Miles Partnership  
13952 Denver West Parkway, Suite 200  
Lakewood, CO 80401

Miles current employees 220 full-time employees and seven part-time employees. Mina Robertson, the Account Director named in this proposal, is based outside of Sacramento, CA.

## Miles by the Numbers

**100%** travel marketing

**63** years loving what we do

**90+** travel brands

**200+** travel marketing experts

**70 million** visitors to our clients' websites

**173** content creators around the globe

**1.8 million miles** traveled annually in service to our clients and the industry

**\$33+ million** in industry participation annually

## Core Competencies



Strategic Consulting



Branding & Creative Services



Digital Development



Content Creation & Distribution



Advertising Services & Media Buying



Revenue Generation Programs

## Commitment to the Travel Industry

We firmly believe in an ongoing commitment to the travel industry.

We showcase our commitment by attending industry conferences, hosting speaking engagements, sponsorships, educational webinars, events and more. We actively participate with major organizations like the U.S. Travel Association, Destinations International (formerly Destination Marketing Association International), and Hospitality Sales and Marketing Association International (HSMIAI).





## Commitment to Client Service

Miles' average client relationship is seven years. Here's why:

- We understand this industry. We work tirelessly to align and help communicate your initiatives with stakeholders and constituents.
- If there is a problem, we make it right.
- We are authentic and transparent. We hold ourselves accountable for results.
- We believe in continuous improvement. Optimization is a core component of the value we deliver.
- While conceiving “big ideas” is part of what we do, our successful and thorough delivery and implementation of “big ideas” is what sets us apart.
- We believe face-to-face communication is a core part of our business. We are where we need to be, when we need to be, in person—no questions asked.
- The only way that we are successful as a company is by delivering work that helps make you more successful.
- Our goal is to create relationships built upon mutual respect, fun and creativity that will last a lifetime.

## Our Focus on Research

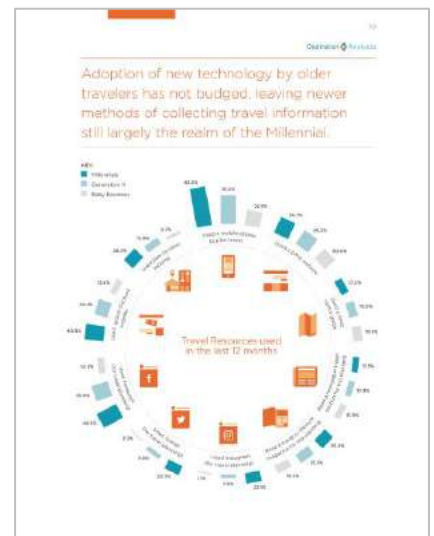
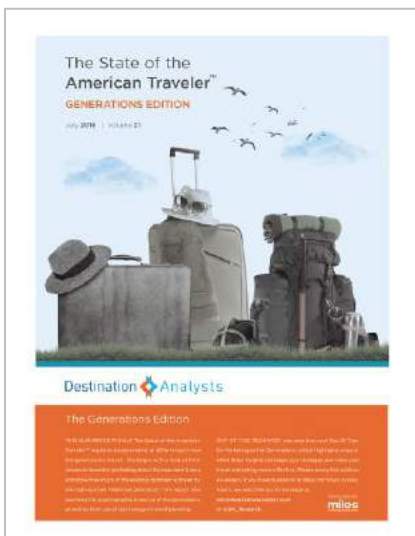
Like any good agency, we use research to better understand what motivates and influences travelers.

Unlike other agencies that develop research studies to meet their own needs, we strongly believe in independent, third-party research to drive program measurement and optimization.

At Miles, we utilize respected third-party partners such as Phocuswright, Destination Analysts, Longwoods, Sojern and Google to provide independent insights for our clients. What sets Miles apart is our ability to turn research and analytics into actionable insights that inform decisions, shape changes and drive improvements for our clients. Recent sponsored research includes:

- “The State of the American Traveler,” Destination Analysts (ongoing quarterly study)
- “Content That Influences the Destination Decision,” The State of the American Traveler, Destination Analysts

- “Online Video That Influences Destination Selection,” Destination Analysts with input from Google and YouTube
- “Social Media and Travel: The Role and Impact of Social Media on Travel Decisions,” Phocuswright
- Benchmarking Programs in New Zealand, Canada and Australia
- “Destination Unknown—How U.S. & European Travelers Decide Where to Go,” Phocuswright



## Awards

Our client work has garnered 128 awards across content creation, design, website development and brand campaigns over the past three year. Recent client accolades include:

- 2017 Silver Telly Award for Visit Sarasota County's TV Commercial
- 2017 Best Hotel and Lodging Online Campaign from the Internet Advertising Competition for Hilton Sandestin Beach Golf Resort & Spa
- 2017 Internet Advertising Competition "Best Travel Website" Award for Visit St. Pete/Clearwater's GulpCoast.com
- 2016 U.S. Travel Mercury Award for Best Travel Website for LouisianaTravel.com
- 2016 U.S. Travel Mercury Award for Best Social Media Campaign for Louisiana Travel & Twitter Amplify Open Campaign
- 2016 "Outstanding Website" WebAward for Ohio.org
- 2016 Outstanding Website WebAward for DiscoveryDestinations.com
- 2016 Silver W3 Award for Riverhouse.com
- 2016 Silver W3 Award for TravelWyoming.com
- 2016 Gold HSMIAI Adrian Award for ExploreGeorgia.org/Music
- 2016 Gold HSMIAI Adrian Award for TravelWyoming.com
- 2016 Bronze HSMIAI Adrian Award for ThePalmBeaches.com
- 2016 Gold Communicator Award for Custer State Park, South Dakota's Outdoor Activities for Everyone Online Video



## Client List & Conflict of Interest

Below please find our active client list, along with the nature of work we perform and the year we acquired them. All of our clients are in the travel and tourism industry, and we do not foresee any conflicts of interest.

### National Organizations

- **Brand USA** – co-op, media, digital content, video production, print and content marketing services (2012)
- **Destinations International** – agency of record, creative, branding and web services (2012)

### States

- **Arkansas Parks and Tourism** – website and digital marketing services (2017)
- **Colorado Tourism Office** – web, print, email, advertising sales services, guide distribution/fulfillment services, call center management, paid search (2005)
- **Delaware Division of Parks & Recreation Administration** – market research and video/photography services (2017)
- **Delaware Department of Agriculture** – agency of record services, creative and branding, and video services (2017)
- **Delaware Tourism Office** – print and agency of record services, creative and branding (2010)
- **VISIT FLORIDA®** – print services, boutique marketing projects, Veterans Florida web, print, social, design, video and content marketing services (1997)
- **Georgia Department of Economic Development** – digital agency of record, web development, media, paid search, email, content optimization services (2013)
- **Georgia State Parks & Natural Resources** – agency of record, creative, branding, media, paid search (2013)
- **Hawai'i Tourism Authority** – web services (2016)
- **Kentucky Department of Travel** – print, email, video, sponsored content and digital advertising services (2009)
- **Louisiana Office of Tourism** – web, email, social media, paid search, content optimization, database and advertising services (2006)

- **Louisiana Travel Promotion Association** – print and advertising services (2006)
- **Maryland Office of Tourism** – web, print, content marketing, SEO, video, email and digital advertising services (2014)
- **Michigan Economic Development Corporation** – web services (2016)
- **New Jersey Division of Travel & Tourism** – web, email and social media services (2010)
- **North Dakota Department of Commerce & Tourism Division** – web, email and digital advertising services (2012)
- **Ohio Division of Travel and Tourism** – web services (2015)
- **Travel Oregon** – digital, SEO services (2017)
- **Pennsylvania Department of Community & Economic Development** – print and digital advertising services (2006)
- **South Dakota Department of Tourism** – print services (2016)
- **Washington Tourism Alliance** – web, email and digital advertising services (2012)
- **West Virginia Division of Tourism** – print, email and digital advertising services (2005)
- **Wyoming Office of Tourism** – web, print and advertising services, content optimization (2006)

## City & Regional DMOs

- **Albuquerque Convention & Visitors Bureau (NM)** – SEO/SEM services (2010)
- **Austin Convention & Visitors Bureau (TX)** – print, email and digital advertising services (2003)
- **Baltimore Convention & Visitors Bureau (MD)** – web, SEO, content marketing, analytics and digital advertising services (2013)
- **Boulder Convention & Visitors Bureau (CO)** – meetings promotion/engagement program (2016)
- **Branson/Lakes Area Convention and Visitors Bureau (MO)** – website, SEM, SEO, content production and distribution services (2014)
- **Visit Bucks County (PA)** – digital advertising services (2017)
- **Capital Region USA** – print, web, digital media, digital advertising services, SEM, branding, creative services (2011)

- **Choose Chicago (IL)** – print and digital advertising services (2001)
- **Cincinnati USA Regional Travel Network (OH)** – website design consulting, SEO, content and design services, email strategy and quarterly marketing strategy services (2013)
- **Columbia Metropolitan Convention & Visitors Bureau (SC)** – print (2017)
- **Destination DC** – print, email and digital advertising services (2012)
- **Fairfax County Convention & Visitors Corporation (VA)** – print and digital advertising services (2009)
- **Golden Isles Convention and Visitors Bureau (GA)** – media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2010)
- **Grand County Colorado Tourism Board (CO)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2002)
- **Grand Junction Visitor & Convention Bureau (CO)** – web, email marketing, SEM, content marketing and SEO services (2007)
- **Holland Convention & Visitors Bureau (MI)** – web services (2016)
- **Experience Kissimmee (FL)** – print and advertising services (2014)
- **Las Vegas Convention and Visitors Authority (NV)** – print and advertising services (1999)
- **Discover Lehigh Valley (PA)** – print services (2016)
- **Mammoth Lakes Tourism (CA)** – web services (2014)
- **Memphis Convention & Visitors Bureau (TN)** – agency of record, creative and branding services, web, mobile, print and mobile app development, content optimization and advertising services (2010)
- **Naples, Marco Island and the Everglades Convention & Visitors Bureau (FL)** – web, analytics, content development, SEO and advertising services (2004)
- **New Orleans Convention & Visitors Bureau (LA)** – print, advertising and email services (1999)
- **NYC & Co** – consulting and SEO services (2014)
- **Discover The Palm Beaches (FL)** – web, SEO, SEM and content services (2016)
- **Visit Philadelphia (PA)** – advertising services (2013)
- **Visit Rogers (AR)** – agency of record services (2017)
- **Richmond Region Tourism (VA)** – digital media buying agency (2013)



- **Ruston Lincoln Convention & Visitors Bureau (LA)** – web services (2009)
- **St. Augustine, Ponte Vedra & the Beaches Visitor & Convention Bureau (FL)** – web, mobile and SEO services (1999)
- **Visit St. Petersburg/Clearwater (FL)** – web, digital technology agency of record, print, content, SEO, design, analytics and SEM services (1996)
- **San Diego Tourism Authority (CA)** – website strategy and consulting (2014)
- **San Francisco Travel Association (CA)** – print and advertising services, partner programs (2001)
- **Santa Barbara Convention & Visitors Bureau (CA)** – web services (2016)
- **Visit Sarasota County (FL)** – agency of record services, web, advertising sales, digital media services (2013)
- **Visit Savannah (GA)** – web and consulting services (2017)
- **Sonoma County Tourism Bureau (CA)** – web services (2012)
- **South Walton County Tourist Development Council (FL)** – web services (2014)
- **Sweetwater County Joint Travel & Tourism Board (WY)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2011)
- **Travel South USA** – digital agency of record, creative and web services, content optimization and international SEO program services (2016)
- **Greater Williamsburg Chamber & Tourism Alliance (VA)** – web services (2015)
- **Winter Park Chamber of Commerce (CO)** – web, mobile app management, media services, SEO, SEM, creative and branding, video, photography, analytics, email/database management and collateral services (2016)

## International Tourism Organizations

- **Bermuda Tourism Authority** – web, content marketing, SEO, SEM, analytics and print services (2015)
- **Auckland Tourism, Events & Economic Development – ATEED (New Zealand)** – SEO & content services, analytics, consulting, strategy and feasibility studies (2011)
- **Destination Rotorua Regional Tourism Office (NZ)** – strategy and consulting, SEO and content services (2010)

- **Heritage Hotels Group and Heritage Collection South Pacific (NZ)** – SEO, content, consulting and analytics services (2012)
- **Lake Wanaka Tourism Regional Tourism Organisation (NZ)** – SEO, email support, analytics and website consulting services (2013)
- **Samoa National Tourism Organisation** – content, SEO, social media, email marketing and consulting services (2014)
- **Tourism New Zealand (NZ)** – SEO, content, analytics and consulting services (2015)
- **Scenic Hotel Group New Zealand & South Pacific** – online marketing strategy, consulting, social media services (2017)
- **Black Cat Nature Cruises – New Zealand** – online marketing strategy, consulting, paid digital media, SEO and content services (2017)

## Hospitality & Resort Clients

- **Angel Fire Resort (NM)** – media services, SEO, SEM, creative and branding services (2015)
- **Copper Mountain Resort (CO)** – media services, SEM and analytics services (2012)
- **eHomeAmerica.org** – web development (2017)
- **Frederica Realty (GA)** – content development, SEO and online advertising services (2013)
- **Hawks Cay Resort (FL)** – agency of record services, creative, branding, strategy (2011-2013; 2016)
- **Hilton Sandestin Beach Golf Resort & Spa (FL)** – web services and agency of record services, creative, branding, media, paid search and content optimization services (2012)
- **Historic Hotels of America** – web services, content, collateral, video, email and online advertising services (2014)
- **The Modern Honolulu (HI)** – agency of record services, web, creative and branding services (2012)
- **Naples Grande Beach Resort (FL)** – web and online marketing services (2017)
- **Pensacola Grand Hotel (FL)** – web and agency of record services, creative, branding, media services (2016)
- **PGA National Resort & Spa (FL)** – web and agency of record services, creative, branding, media services (2012)

- **PGA National Resort & Spa Vacation Home Rentals (FL)** – web and agency of record services, creative, branding, media services (2014)
- **Preferred Hotel Group Consulting** – web services, email marketing and online advertising (2014)
- **Riverhouse on the Deschutes Hotel and Convention Center (OR)** – web services, strategic consulting, PPC advertising services (2015)
- **SCS Advisors** – web services (2013)
- **Seagar’s Prime Steaks & Seafood (FL)** – web and agency of record services, creative, branding, media services (2012)
- **Serenity by the Sea Spa (FL)** – web and agency of record services, creative, branding, media services (2012)
- **The Sherry-Netherland (NY)** – web and agency of record services, creative, branding, media services (2014)
- **TradeWinds Island Resorts (FL)** – web services (2015)
- **University Park Country Club (FL)** – web services (2016)
- **Vista Verde Guest Ranch (CO)** – SEM (2014)

## Other Travel Industry Clients

- **AARP Travel** – consulting services (2014)
- **Cape May – Lewes Ferry (DE/NJ)** – web services (2017)
- **Macy’s** – web services and digital advertising (2013)
- **Sarasota/Bradenton International Airport** – web services (2016)

## Personnel/Management

Miles would provide a dedicated account team led by Senior Vice President Nate Huff and California-based Account Director Mina Robertson, both of whom will work in collaboration with Miles’ media planning and buying team.



## Core Account Team



### **Nate Huff / Senior Vice President**

**Education:** B.A. in American Studies and Journalism from the University of California at Santa Cruz

**Experience:** 14 years with Miles, previously working as Content Director, Production Manager and Director of Operations

#### **Current Job Duties:**

- Oversees overall client relationship for numerous Miles clients
- Works on top-level strategy with clients at a national, regional and local level
- Leads a group of 52 tourism marketing experts, including the SLO CAL account team

**Travel Industry Accounts:** Nate has overseen the development and execution of dozens of destination and tourism business strategies, ranging from rebranding initiatives to website builds to complete content creation and distribution strategies. He is a regular speaker at various industry conferences and currently oversees Miles' work with a number of destination clients, including Brand USA, Destination DC, San Diego Tourism Authority, San Francisco Travel and Visit Santa Barbara.



### **Mina Robertson / Account Director**

**Education:** B.A. in Mass Communications from California State University, East Bay

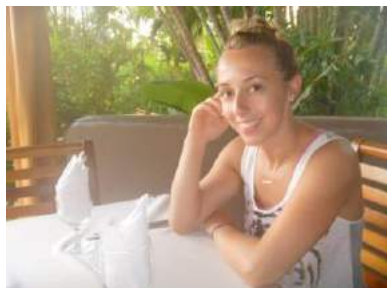
**Experience:** Three years with Miles; 14 years prior agency experience, with more than eight years in destination marketing in California

#### **Current Job Duties:**

- Collaborates with clients to create overall marketing goals, strategies and tactics
- Responsible for financial management of the relationship
- Responsible for managing the dedicated client team
- Assists in media planning and buying

**Travel Industry Accounts:** Mina's tourism industry experience covers California and beyond. Current clients include San Francisco Travel, Visit Santa Barbara, Sonoma County Tourism and

Branson CVB. Past clients include Visit California, Downtown Napa Tourism Improvement District, and Lodi Winegrape Commission.



## **Brittany Guimond / Project Manager**

**Education:** B.A. in Arts, Entertainment and Media Management from Columbia College Chicago

**Experience:** One year with Miles; six years prior marketing experience, with emphasis in association management and cultural attractions

### **Current Job Duties:**

- Implements project plans and manages schedules
- Coordinates internal and external communication and documentation
- Manages cooperative marketing programs
- Helps manage material workflow and monthly invoicing

**Travel Industry Accounts:** Brittany's tourism industry experience includes Sonoma County Tourism, San Francisco Travel Association, Anaheim/Orange County VCB, Mammoth Lakes Tourism, Visit California, Branson CVB and Grand Junction VCB.

## Media Planning & Buying Team



### Gray Lawry / VP of Strategy & Insights

**Education:** B.S. in Hotel and Restaurant Management/Hospitality with a minor in Business, University of South Florida

**Experience:** Six years with Miles; two years related experience

**Current Job Duties:**

- Responsible for planning online, digital, social media and website strategies
- Overhauls critical business units by directing analytics, media buying and account management
- Delivers business intelligence strategies gleaned from a solid understanding of technology, data and evolving business needs
- Directs initiatives across multi-disciplinary teams, agencies and decision-makers toward a common purpose to meet big-picture business goals as well as key performance indicators
- Selects, configures and administers reporting platforms to capture crucial information for understanding and predicting customer behavior, giving clients a true competitive advantage

**Travel Industry Accounts:** Brand USA, Georgia Department of Economic Development, Memphis Convention and Visitors Bureau, Visit Sarasota County





## Lauren Bryan / Media Director

**Education:** B.S. in Communications, University of Kentucky, Lexington

**Experience:** New to Miles; 14 years related experience

### Current Job Duties:

- Leads strategic and tactical media planning across all paid media channels
- Constantly optimizes and improves our clients' results
- Develops creative and innovative solutions for clients across multiple media disciplines to propose and defend media spend across all performance-based marketing channels

**Travel Industry Accounts:** Lauren oversaw the strategic media development and execution for Caesars Entertainment. Her focus was to attract tourists to the hotel and casino properties, and create excitement around new venues and entertainers at the properties.



## Christine Johnson / Media Supervisor

**Education:** B.S. in Marketing and Management, Northwest Missouri State University

**Experience:** Four years with Miles; seven years of related experience

### Current Job Duties:

- Plans, strategizes and develops overall media strategies and campaign ideas for clients
- Leads a team of five across various media channels: broadcast, print, online display, social and SEM
- Manages deliverables as well as vendors to execute complex multi-channel campaigns

**Travel Industry Accounts:** Visit Sarasota County, Georgia Department of Economic Development, Brand USA, Louisiana Office of Tourism



## **Dana Behnfield / Media Planner**

**Education:** B.A. in Advertising, School of Journalism and Mass Communication, University of Colorado Boulder

**Experience:** One year with Miles; seven years of related experience

### **Current Job Duties:**

- Strategizes, plans, implements, reports and shores up media plans and buys for clients

**Travel Industry Accounts:** Visit Sarasota County, Golden Isles Convention and Visitors Bureau, Memphis Convention and Visitors Bureau, Georgia State Parks



## **Kellie Moen / Digital Media Supervisor**

**Education:** B.S. in Marketing & Business Administration, University of Colorado

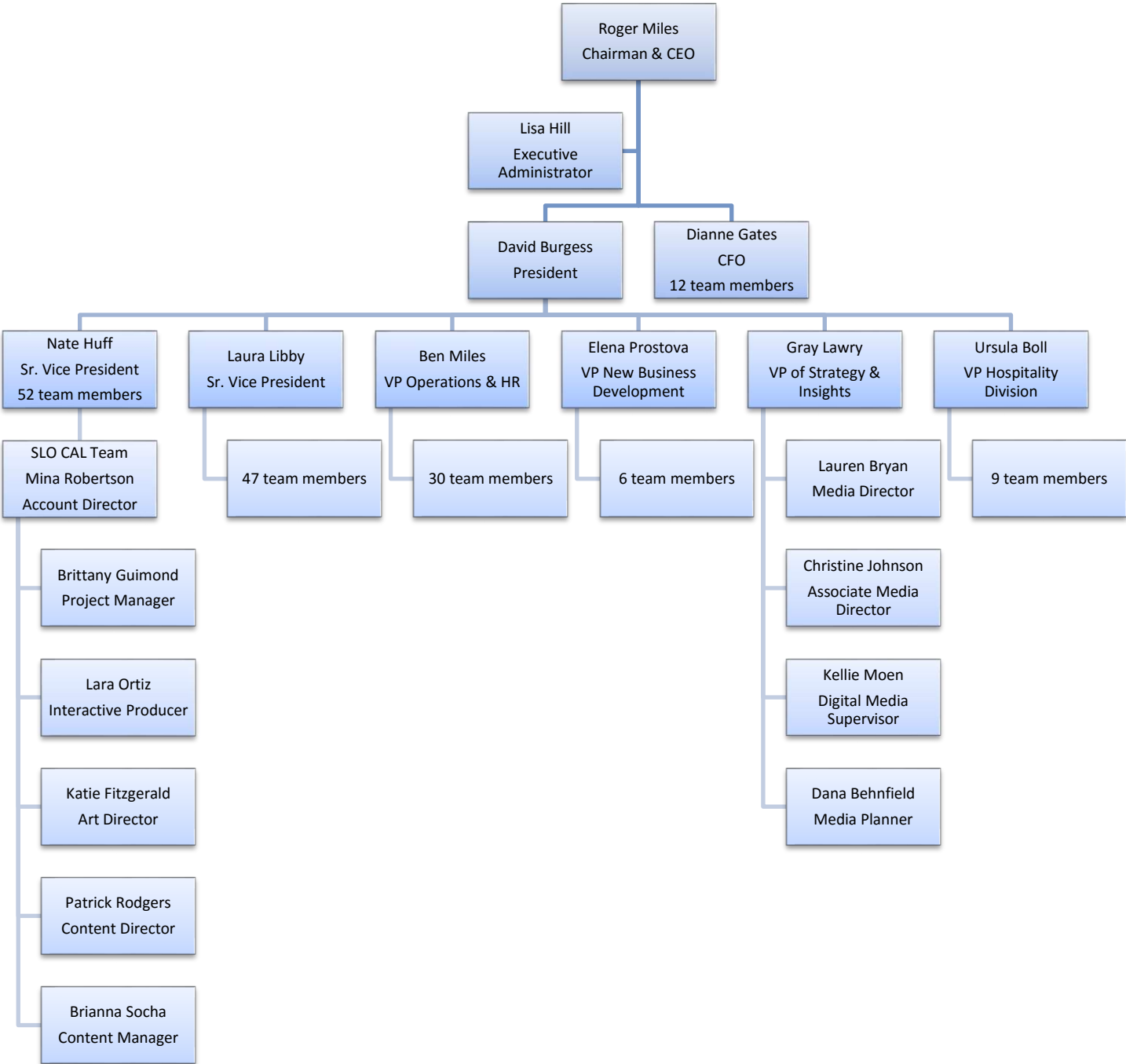
**Experience:** 11 total years (4 years with Miles; 7 years of related experience)

### **Current Job Duties:**

- Oversees the managed platforms/SEM/social media team, representing 60-plus clients
- Plans and manages digital media campaigns, including strategy, implementation, optimization, reporting and on-site meetings
- Develops and maintains client relationships and presents to client account teams
- Works directly with account teams to determine growth, development and new opportunities for individual client needs
- Trains team members on internal account processes, client procedures and new developments

**Travel Industry Accounts:** Visit St. Petersburg/Clearwater, Capital Region USA, Albuquerque Convention & Visitors Bureau, Arkansas Scholarship Lottery, Baltimore Convention & Visitors Bureau, Brand USA, CO Tourism, Georgia Tourism, Georgia State Parks, Louisiana Office of Tourism, Richmond Convention & Visitors Bureau, Visit Rogers (Arkansas), Greater Williamsburg Chamber & Tourism Alliance, Visit Sonoma County, Visit The Palm Beaches

# Organizational Chart





## Subcontractors

Miles will handle the requirements of this RFP in-house and won't require the use of any subcontractors.

## Scope of Work (9.3)

### Strategic Planning

At the beginning of every media planning relationship, we ask three questions:

1. Who do we want to reach?
2. What do we want them to feel or do?
3. How are we going to get them to do this?

It may sound simple, but it works. These three simple questions allow us to identify a campaign strategy: Do we want a broad, brand-focused campaign to reach our entire target audience, or do we want to reach a subset of the audience with a specific interest? However we plan to measure the success of this campaign, whether it be partner referrals, guide orders or a shift in brand perception, it's important to know what success looks like from the beginning. Finally, our last question allows us to define value propositions specific to an audience and campaign.

The media team that would oversee SLO CAL includes:

Gray Lawry VP, Strategy & Insights

**Education:** B.S. in Hotel & Restaurant Management/Hospitality with Business minor from the University of South Florida

**Experience:** 6 years with Miles; 9 total years of related experience

**Responsibilities:** Gray directs critical business units, including analytics, media buying and account management. He delivers business-intelligence strategies gleaned from a solid understanding of technology, data and evolving business needs consistently delivered on a project, account and departmental level.

Lauren Bryan, Media Director

**Education:** B.S. in Communications from the University of Kentucky

**Experience:** New to Miles (started June 2017); 14 years of traditional and digital media strategy experience across various industries, including tourism, retail, tech, beverage, CPG, QSR

**Responsibilities:** Lauren leads strategic and tactical media planning across all paid media channels, with a focus on optimizing and improving client results. She brings forth creative and innovative solutions to clients across multiple media disciplines to propose and defend media spend across all performance-based marketing channels.

Christine Johnson, Associate Media Director

**Education:** B.S. in Marketing & Management from Northwest Missouri State University

**Experience:** Four years with Miles; 11 total years of related experience

**Responsibilities:** Christine provides media strategy/direction for industry-leading tourism clientele, ensuring each client's campaign(s) exceeds their goals. She also oversees advanced reporting to highlight the success of our plans.

Kellie Moen, Digital Media Supervisor

**Education:** B.S. in Marketing & Business Administration from the University of Colorado

**Experience:** Four years with Miles; 11 total years of related experience

**Responsibilities:** Kellie oversees the managed platforms/SEM/social media team. She plans and manages digital media campaigns, including strategy, implementation, optimization, reporting and on-site meetings.

## Media Campaign Development

In putting together a holistic approach to brand advertising, you are a critical part in this process; helping us to understand what has worked for you in the past, what's working for you now and, ultimately, how you'd like to see your plan evolve for the future.

Miles' primary focus is always on quality and customer service, made evident by the clear and constant touchpoints we maintain with our clients; by our documented standards of performance and quality; and by our continuous pursuit of heightened solutions and results.

Miles departments works hand-in-hand to provide information and support. The system and department are scalable and have expanded as needed to service the organization's demand for internal, stakeholder and partner information.

It's important to understand how media is consumed. As advertisers dive into WHO they are reaching with media plans, it's equally as important to understand HOW to target their audience, understanding the media consumption variances among demographics. At the core, Miles' aligns media to platforms that inform travel decisions and look at programs that lives across media platforms to increase awareness and program consistency to the right audience.

## Media Planning & Buying

Once the campaign strategy is defined, we dive into the data, leveraging Mediamark Research and Intelligence (MRI) to shape an optimal digital media mix to reach our target consumer and start planning media. In the planning phase, we work with an array of partners to determine the best place for you to invest your money. Our agreements with companies such as Google, Rocket Fuel, and MRI allow us access to right data from their platforms. The data from these core partners and others allow us to evaluate our assumptions and create an RFP for response.

Our RFP is then sent out to vendors who have reached out to us previously as well as vendors we believe to be a good fit for our campaign based on the research and goals we've defined. The RFP will include who we want to target, the goals for the campaign, and our messaging. Other details such as campaign dates and proposed budget ranges are included to assist media vendors in crafting thoughtful strategies in how to leverage their channels to reach our audience.

RFP responses are then reviewed, logged and classified in an Excel spreadsheet. Our classification system is simple green for yes, yellow for maybe and red for no. At this point we assemble a spreadsheet and PowerPoint with the greens and yellows to review with you, going over what we like about each and the questions we have for the vendors. We also review the reds to go over why they didn't make the cut.

From here we go back to the vendors with our questions and negotiating points. If there is a vendor we already work with, we leverage that relationship for preferred rates; if there are two vendors that overlap, we negotiate until we can get the best price available.

With a final partner list established, we get to work creating a media flow chart that we use to manage the campaign through the duration. It's this document that guides all deliverables and deadlines for the campaign.

Now it's time to make this spreadsheet actionable: It's here that we take our plan and load it into DoubleClick Campaign Manager (DCM) to be managed, setting up sites, placements, floodlights and creatives to be trafficked to our media partners.

Using a system like DCM allows us real-time access to the performance of our placements, allowing us to determine which investments are having the greatest impact on our KPIs and adjust budget, targeting and creative of others that may not be.

Throughout the campaign, we are providing reporting through DCM, and it's this reporting that allows us to reconcile our media against IOs during the campaign rather than at the end when it may be too late to reach your audience at the right time.

In regards to co-op advertising, when this is implemented appropriately, this benefits everyone involved. A partnership between brands can benefit both businesses through brand association, shared advertising costs, enhanced advertising reach, and sales growth by leveraging the resources of both organizations.



When Miles took on the Memphis Convention & Visitors Bureau media in 2016, the challenge was how we get a modest budget to reach potential visitors in their top target markets. Miles had the opportunity to show stakeholders that, if properly funded, the CVB could drive incremental visitation and visitor spending to the city of Memphis by focusing the media spend on targeted audiences. We worked with the state of Tennessee to define a broader campaign that included co-op investment with the state. After reviewing our strategy, they agreed that this campaign made sense for the state to participate in as well. The state brought additional resources to the table in terms of budget and ideas, which gave us the ability to go “all in” on key initiatives in target markets. By adding activations to the strategy, we were able to create a deeper rapport with our target consumers.

The digital media world can be complex, but at Miles we find if we stick to tried-and-true planning techniques, best-in-class technology, constant optimization and great client service, we can exceed our clients' expectations.

## Promotional & Strategic Partnerships

Using the power of promotional and strategic partnerships aid in gaining marketing exposure and utilize new distribution channels. This is an essential marketing tool for accounts that want to remain competitive in today's constantly changing marketplace. Partnership provide a way to grow your business and acquire new customers and reach new market segments.

Referring to the Memphis CVB account mentioned earlier, Miles identified the Chicago Blues Festival as an opportunity to target users with a proclivity towards the blues. Our approach was threefold:

1. Engage blues lovers in the Chicago area before the Blues Festival through digital media by creating awareness of the event itself and the city of Memphis as the authentic home of the blues.
2. Build buzz around the free festival in-market days before the event through on-the-ground activations on the streets of Chicago.
3. Provide a complementary experience at the Blues Festival to build a positive association with food, music, fun and the city of Memphis.

Expanding on each of these tactics, our pre-festival digital media approach consisted of placements with Rocket Fuel, YouTube and Spotify; our largest investment being with the latter. Spotify was a great medium for this campaign as it allowed us to reach blues lovers in Chicago and introduce them to local Memphis artists through a custom playlist. In addition to the playlists we included audio segments, video integration, overlays and sponsored sessions.

With YouTube and Rocket Fuel, we used third-party and first-party data to build custom audiences. Through these channels we then invited this audience to learn more about Memphis and join us at the Blues Festival.

In market, we had a food truck wrapped with Memphis and Tennessee branding on the streets of Chicago, serving authentic Memphis BBQ from Memphis-based Corky's, and promoting our presence at the Blues Festival with live music from Memphis' own Southern Avenue.

We also brought the truck to the Blues Festival itself, asking those at the festival to "Share for a Spare." This tasty proposition asked festivalgoers to snap a photo of their Memphis-made spare rib and share it on their social channels, in return for free food. The truck was so popular we ended up cooking triple the amount of food we had originally planned to at the event.

During the six-week campaign we delivered 18.5 million verified digital impressions and 1.1 million video views. This generated 328,000 sessions to the website, which resulted in a 30% increase in traffic to the site. Finally, we had 1,255 conversions to our activation partners. The resounding success of this campaign allowed the Memphis CVB to double their marketing budget for 2017. *For more information and samples of media creative, check out our Innovation Case Study on Memphis.*

## Social Media

Today's most powerful connections are human. Social networks are creating unprecedented opportunities for open, engaging and measurable conversations. We believe these conversations should not happen in a vacuum—they should be contextually integrated into your core marketing channels.

Miles has extensive experience developing and implementing both national and global social media strategies for our clients. We have prepared and executed social media marketing, communications and advertising initiatives on Facebook, Twitter, LinkedIn, Google+, Instagram and other networks. Miles will provide SLO CAL with a social media strategy that spans its digital products and will collaborate on the execution of an operational plan for social media programs and campaigns. The Miles team will provide expertise in innovative integration of social media technology and content.

## Research & Analytics

Data, research and measurement are at the core of Miles' marketing philosophy, from project inception to content planning, prioritization of features and performance optimization for ongoing development.

As a company, we have sponsored the industry's longest-running and most comprehensive review of media use in travel planning, the twice-annual State of the American Traveler study, for nine years, and we invest in \$100,000 of independent research annually to inform our work.

Together with our preferred research partner, Destination Analysts, we developed and led the industry in several areas of research innovation, including the integration of Big Data into traditional research methodologies. This leverages the rich and deep data sources now available from a more digitally centric travel planning and booking landscape. This leadership included a ground-breaking integrated website conversion study with Visit St. Pete/Clearwater, Destination Analysts and Sojern.

This integrated online survey research with Google Analytics (using Qualaroo, which combines survey responses with those users' online analytics data) and Sojern's transactional booking data to create a first-of-its-kind report. Building off this, Miles again worked with Destination Analysts as the sole sponsor and an expert, technical advisor in a 13 CVB website conversion study integrating survey responses and Google Analytics, developed in association with DMA West.

Miles has also sponsored conversion and ROI studies for a number of travel organizations to understand how digital marketing fits into visitors' travel planning process and decision making; evaluate the landing page content and examine users' preferences; study visitors' travel planning behaviors both prior to their trip and while in-market; develop a profile of those who were influenced by destination marketing; and estimate the economic impact.

We invest in so much independent third-party research because we believe that building a successful digital and print marketing platform starts with data. Understanding your customers, their media consumption and travel planning habits, and how your destination can position itself to satisfy their needs is the foundation for building a content strategy that will meet your business objectives.

The way we engage reporting, interpretation and optimization is unique to each of our clients. Working with you we will determine the level of frequency in which we need to deliver insights. Typically, we find that monthly reports with a review meeting to interpret and take action works best, and if there is a peak campaign time we can increase the frequency to bi-monthly or even weekly. It all depends on what you need. The same goes for quarterly and annual reports.

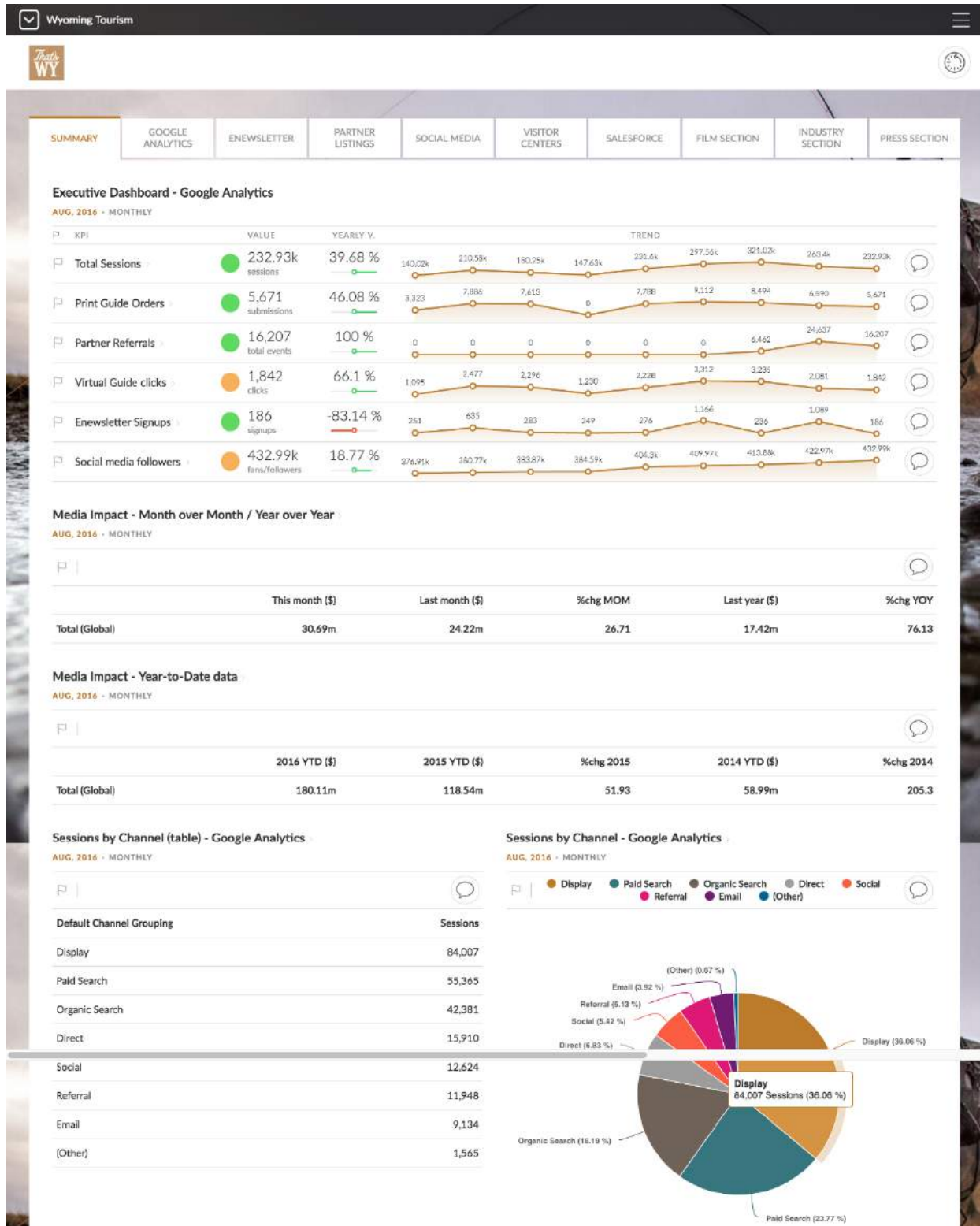
From what we know of your needs, we would likely recommend that the SLO CAL utilize the platform SweetSpot for monthly and quarterly reporting. This digital dashboarding software allows us the ability to pull in data from across your channels including DoubleClick, Bing, Google, Facebook, Twitter, Google Analytics, Adobe Analytics, Offline Data and more.

When it comes to the interpretation of data, Adam Greco of Analytics Demystified said it best: "Strategic companies use web analytics to change the future rather than report on the past."

As a company, results are something about which we are extremely passionate. We look forward to working with SLO CAL to develop the right framework, strategy and tool set to monitor the success of all your content marketing programs.

Please see a sample monthly report:





## Travel and Administration

In your RFP, you mention that you seek full transparency—at Miles, we seek the same thing. Whether we're talking about travel costs or the real cost of media, we want to have an open, trust-based relationship.

In the budget section of this proposal, we have reserved \$30,000 total for travel and contingencies. Per the RFP, travel and per-diem expenses won't exceed rates authorized by Visit San Luis Obispo County's Travel and Expense Policy. Our assumption is that we would have the full account and media team present in person for the initial kick-off. Account team and/or media team members would also attend the quarterly meetings in person and the monthly meetings virtually. Our team is adept at running virtual presentations, webinars and digital collaboration software.

That said, Miles is ultimately committed to being where you need us when you need us. As a company that services clients across the U.S. and beyond, we know there is no substitution for face-to-face collaboration. The \$30,000 we have allocated for travel and contingencies we feel will adequately cover any travel needs, and any unallocated funds would be redirected back into the media budget.

Per the RFP, we have submitted several detailed client invoices below.



# Invoice

#2229  
05/31/2017

**Bill To**

Memphis Convention & Visitors Bureau  
Regena Bearden  
47 Union Avenue  
Memphis TN 38103  
United States

<http://www.memphistravel.com>

<b>TOTAL</b>
<b>\$19,435.00</b>
Due on Receipt

Invoice Description: Memphis AOR Agreement 2016 - 2017 Services	Hours	Rate	Amount
April 2017 Campaign Planning and Placement - Leisure Program	39.25	\$130.00	\$5,102.50
April 2017 Creative Assets Creation -Leisure Program	14.25	\$130.00	\$1,852.50
April Account Service/Management	96	\$130.00	\$12,480.00

**Make Payment to:**

Miles Partnership, PO Box 645430, Cincinnati, OH 45264-5430  
ACH/Wire: US Bank, 950 17th Street, Denver, CO 80202  
ABA# 123000848 -SWIFT/IBN#: USBKUS44IMT - ACCT# 153911258546





# Invoice

#2223  
05/31/2017

**Bill To**

Memphis Convention & Visitors Bureau  
Regena Bearden  
47 Union Avenue  
Memphis TN 38103  
United States

<http://www.memphistravel.com>

**TOTAL**

\$166,735.00

Due on Receipt

Invoice Description: Memphis AOR Agreement July 2016 Media	Hours	Rate	Amount
May TN Co-Op Campaign Buy	1	\$10,000.00	\$10,000.00
May 2017 Pass Thru Facebook Media Placement Buys	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Youtube Media Placement Buys	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru SEM Marketing Buys Google	1	\$17,000.00	\$17,000.00
May 2017 Pass Thru Ditty TV Media Placement	1	\$20,000.00	\$20,000.00
May 2017 Pass Thru Rocketfuel Media Placement	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Adara Media Placements	1	\$15,000.00	\$15,000.00
May 2017 Pass Thru Expedia Placements	1	\$10,000.00	\$10,000.00
May 2017 Teads Placements	1	\$15,000.00	\$15,000.00
May 2017 Triplelift Placements	1	\$15,000.00	\$15,000.00
May 2017 Roadtrippers Dedicated Email	1	\$14,500.00	\$14,500.00
May Media Ad Serving and distribution	1	\$5,235.00	\$5,235.00

**Make Payment to:**  
 Miles Partnership, PO Box 645430, Cincinnati, OH 45264-5430  
 ACH/Wire: US Bank, 950 17th Street, Denver, CO 80202  
 ABA# 123000848 -SWIFT/IBN#: USBKUS44IMT - ACCT# 153911258546

# Innovation Case Study (9.4)

## Creating Buzz for Memphis at the Chicago Blues Festival

The Memphis Convention & Visitors Bureau came to us in early 2016 looking for a way to be more successful with its marketing ROI. The CVB was on the verge of unlocking additional marketing dollars but needed to demonstrate success with a new campaign in order to secure that funding.

### Objectives

Rather than spread a limited budget across multiple markets, our approach was to saturate one DMA with a concise message; we theorized that if Memphis was able to focus on one DMA, it would move the needle more than if it tried to do small promotions in several different markets.

We chose Chicago due to its daily direct flights and overlapping psychographics around food, music and history. At the time, the Chicago Blues Festival was three months away, giving us an opportunity to target users with a proclivity towards the blues.

### Strategy

Our approach was threefold:

1. Engage blues lovers in the Chicago area before the Blues Festival through digital media, by creating awareness of the event itself and for Memphis as the authentic Home of the Blues.
2. Build buzz around the free festival within the market days before the event, through on-the-ground activations on the streets of Chicago.
3. Provide a complementary experience at the Blues Festival to build a positive association with food, music, fun and the city of Memphis.

Expanding on each of these tactics, our pre-festival digital media approach consisted of placements with Rocket Fuel, YouTube and Spotify, our largest investment being with the latter. Spotify was an ideal medium for this campaign, as it allowed us to reach blues lovers in Chicago and introduce them to local Memphis artists through a custom playlist. In addition to the playlists, we included audio segments, video integration, overlays and sponsored sessions.

In total, we worked with six media partners on this campaign:

- Spotify: Music sponsorship and branded playlist
- Rocket Fuel: Programmatic display and video advertising
- Facebook: Right-rail, video and carousel ads
- Instagram: Sponsored ads

- YouTube: TrueView video ads based on behavioral and categorical targeting
- Google and Bing: Consistent presence on Google AdWords, Google Display Network (GDN) and Bing to ensure we reached in-market audiences actively searching for related content



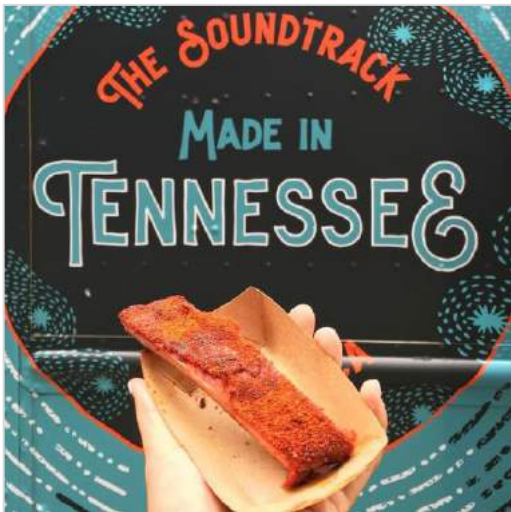
In market, we brought a food truck wrapped with Memphis and Tennessee branding to the Chicago Blues Festival, serving authentic barbecue from Memphis-based Corky's and asking those at the festival to "Share for a Spare." This tasty proposition asked festivalgoers to snap a photo of their Memphis-made spare rib and share it on their social channels in return for free food. The truck was so popular that we ended up serving triple the amount of food we had planned for at the event.

## Results

During the six-week campaign, we delivered 28.2 million verified digital impressions and 1.7 million video views. This generated 424,000 sessions to MemphisTravel.com, which resulted in a 36% increase in traffic to the site. Finally, we had 1,400 conversions to our activation partners.

The resounding success of this campaign allowed the Memphis CVB to double its marketing budget for 2017.





fabfoodchicago  
Chicago, Illinois

Follow

fabsoopark  
topchicagoeats  
trvacation  
corkysmemphis

332 likes 12 comments

[Fab Happenings] Memphis in Chicago. I'm here right now at @corkysmemphis food truck, getting a little taste of Memphis. You can get your FREE BBQ at Adams & Wacker until supplies last. Can't make it today? Corky's Memphis will be at the #ChicagoBluesFest this weekend, where many of Memphis' best will take the stage! There will be FREE BBQ throughout the day. || @TNVacation #MadeinTN #ad #fabfoodchicago Tag a friend who loves BBQ.

JUNE 9, 2016

## Work Plan (9.5)

We would develop any work plan in collaboration with you based on the timing requirements and stakeholder approvals you require. As an example, we have provided the following:

**Mid August-September:** The first step of any transition that we facilitate is a kick-off meeting. In this meeting, we review all current plans and identify programs currently running that need to be transferred. For those campaigns that are running and need to be transferred, we start with a transition plan. Depending on the platforms being used, there are a few ways we can handle this:

- **Publisher Platforms (AdWords, Bing, Yahoo Gemini):** With these platforms, our preference is to transfer your Customer ID (CID) to our agency management account (or the My Client Center (MCC) with Google); this allows you to keep all your account history. If your previous provider won't allow this, we ask for an AdWords Editor Export (AEA) that allows us to bring over all the past performance and account structure, but doesn't actually keep the account history. Finally, if this isn't possible, we ask for any CSV exports they are willing to provide to give us an idea of past campaign structure.
- **DoubleClick Trafficked Media:** With all other media, through DoubleClick we will work to transfer the insertion orders to Miles and transfer your advertiser under our DCM account if you choose to use it. We've had success with these transfers in the past, and they typically allow for an uninterrupted campaign flight.

Once we have current campaigns transitioned, we work on planning future campaigns employing our "Who, What, How" questions from above to guide us. As we define the target and understand their media consumption behavior, we go through the vendor RFP process and provide you with our recommendation for approval. As the plan is finalized, we determine reporting deliverables and frequency.

**October:** The FY 2017-2018 media planned through Miles launches.

**November-June:** Media flights continue, and we set up calls to review reporting based on the agreed-upon frequency. Throughout the year, Miles is optimizing media to the strongest performing partners/channels/assets to ensure positive campaign results in addition to reconciling media, which will continue throughout the flight.

# Financial Plan (9.6, 9.7, 10)

## Budget

Our philosophy on compensation is fairly simple: We want to be compensated for the value you get out of the time we put into your marketing efforts. In the budget chart below, you can see that we have estimated time at a blended hourly rate. We feel this is the most efficient (and transparent) way to structure our relationship with SLO CAL.

Below is our recommended budget breakdown:

CATEGORY	% OF TOTAL BUDGET	COMMISSION % OR HOURLY RATE	ESTIMATED TOTAL COST
STRATEGIC PLANNING & CAMPAIGN DEVELOPMENT	2%	\$ 135.00	\$21,600
MEDIA BUYING, MANAGEMENT & REPORTING	10%	\$ 135.00	\$97,200
TRAVEL & ADMINISTRATION	3%	N/A	\$30,000
DIGITAL DISPLAY MEDIA	8%	N/A	\$78,370
DIGITAL VIDEO MEDIA	29%	N/A	\$274,295
PAID SOCIAL MEDIA	16%	N/A	\$156,740
NATIVE MEDIA	8%	N/A	\$78,370
PRINT MEDIA	16%	N/A	\$156,740
BROADCAST (TV/RADIO) MEDIA	0%	N/A	\$0
OUT OF HOME	4%	N/A	\$39,185
OTHER	3%	Digital Ad Serving Reserve	\$17,500
<b>TOTAL</b>	<b>100%</b>		<b>\$950,000</b>

Beyond the chart, Miles also commits to the following:

- Miles only bills for the actual time worked. If we come in under our estimated hours, we do not charge the client for the full scoped amount. Likewise, if projects evolve and extra time is required, we reach out to you to discuss changing the scope of work prior to the costs being incurred.
- We don't charge for travel time unless we are specifically working on your account while traveling (e.g., preparing a board presentation).



- You will pay the same media costs we pay. Many agencies provide “fixed cost” PPC and other digital media, which incentivizes them to find the cheapest available way to satisfy the impression or click goals. We don’t believe that is in the client’s interests.
- We will create value beyond the paid hours in the contract. Whether it’s through sharing the latest white papers we’ve published, presenting ongoing third-party research to your industry or collaborating on presentations for industry conferences together, this will be a relationship based on more than just a business agreement.

## Internal Control Structure

Miles has three points of control for all contract items.

- Media Team: The planners and buyers are required to review all media invoices from both a performance basis and a reconciliation of prepaid media basis. They are also responsible for assisting in the creation of invoices.
- Account Management: Account directors and project managers must review all invoices, including any submitted expenses from the team, to ensure they meet the proper requirements for reimbursement prior to being submitted to the client. They are also responsible for the monthly invoicing in collaboration with the media and accounting teams.
- Accounting & Finance: The accounting team reviews all invoices for proper coding and any applicable sales and use tax prior to the invoice being released. They also reconcile any prepaid credits from the client.

## Billing & Related Requirements Invoices

Miles does not provide any discounts for early payment, as all hard expenses, including media, are billed on an actual cost basis.

Miles’ acceptable methods of payment include a check, ACH, wire transfer and Visa, MasterCard, American Express and Discover credit cards.

# Additional Minimum Requirements (9.1)

## Billings

Miles' net billings for 2016 totaled more than \$54.4 million dollars, not including media billings. Media billings for 2016 were approximately \$25 million. Miles directly purchases traditional, digital and social media in all major U.S. metropolitan markets and places more than \$6 million in global media.

## References

Miles provides media planning and buying services (among other services) for the three destinations below. Media billings for these three destinations totaled roughly \$3.1 million. We encourage you to reach out to any of these references, in addition to the additional destinations we provided below:

### **Memphis Convention & Visitors Bureau**

Kevin Kane, President/CEO  
901-543-5300  
[kevinkane.memphis@gmail.com](mailto:kevinkane.memphis@gmail.com)

### **Visit Sarasota**

Virginia Haley, President  
941-955-0991 ext. 107  
[vhaley@visitsarasota.org](mailto:vhaley@visitsarasota.org)

### **Explore Branson**

Leah Chandler, Chief Marketing Officer  
417-334-4084 ext. 322  
[lchandler@bransoncvb.com](mailto:lchandler@bransoncvb.com)

## Additional References

### **Visit Santa Barbara**

Kathy Jenega-Dykes, President/CEO  
805-966-9222 ext. 113  
[kathyjd@santabarbaraca.com](mailto:kathyjd@santabarbaraca.com)

### **Mammoth Lakes Tourism**

John Urdi, Executive Director  
760-934-2712 ext. 1259  
[JUrdi@VisitMammoth.com](mailto:JUrdi@VisitMammoth.com)

## Financial Statements

Below is information from our audited financial statements covering years 2015 and 2016. We are a privately held company and would be happy to provide additional financial information at contracting if so required.

<b>MILES PARTNERSHIP, LLC (formerly Miles Media Group, LLC)</b>		
<b>Consolidated Statements of Operation and Comprehensive Income</b>		
<b>Confidential</b>		
	<b>2015</b>	<b>2016</b>
Revenue	-----	-----
Net revenue	49,878,996	54,489,364
Cost and Expenses	44,063,837	49,511,619
	-----	-----
Income From Operations	5,815,159	4,977,745
Other Income (Expense) net	25,920	1,173
Income Tax Expense	(308,239)	-
	-----	-----
<b>NET PROFIT/(LOSS)</b>	<b>5,532,840</b>	<b>4,978,918</b>
	=====	=====

On the following pages, we have also included three financial references as further evidence of our financial stability.





**Greg Poznanski**  
VP Commercial Banking  
Relationship Manager

**SunTrust**  
6135 Exchange Way  
Lakewood Ranch, FL 34202  
Tel 941.313-5836  
Fax 941.941-741-8556  
[Gregory.t.poznanski@suntrust.com](mailto:Gregory.t.poznanski@suntrust.com)

March 27, 2017

Regarding Miles Partnership  
LLLP, 6751 Professional  
Parkway West Sarasota FL,  
34240

Miles Partnership LLLP, has maintained a relationship with SunTrust Bank since August 1998 and has handled their accounts in a professional manner under the agreed terms. The combined accounts have been consistently in the mid six figure range.

We have enjoyed a positive relationship with Miles Partnership LLLP.

If you have any questions or need further assistance, please do not hesitate to call me.

Sincerely,  
*Gregory T. Poznanski*

Greg Poznanski  
AVP Business Relationship Manager —SunTrust Banks, Inc.-  
1001 Third Avenue W., 2nd Floor---Bradenton, FL 34205  
941-313-5836 cell  
Fax 941-741-8556  
Email- [gregory.t.poznanski@suntrust.com](mailto:gregory.t.poznanski@suntrust.com)

Member FDIC.  Equal Housing Lender.



461 Fifth Avenue  
New York, NY 10017



All of **us** serving you

March 24, 2017

Miles Partnership, LLLP  
6751 Professional Parkway West  
Suite 200  
Sarasota, FL 34240

**RE: U.S. Bank Reference Letter**

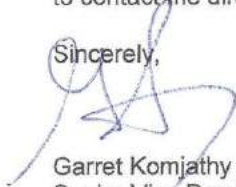
To Whom It May Concern:

U.S. Bank was introduced to the executive management team of Miles Partnership, LLLP ("Miles") in June 2014. We formally commenced a banking relationship with Miles during September 2015. Miles maintains their operating accounts with U.S. Bank and have managed their operating accounts in a professional and satisfactory manner under the agreed-upon terms. The combined balances maintained at U.S. Bank have averaged in the low to mid seven figures balance range.

We hold Miles' management team in the highest regard and meet with them regularly as we envision expanding our relationship with Miles in the near future.

To the extent that you would like to speak with me directly regarding Miles, or if you have specific questions to which you would like me to respond, please do not hesitate to contact me directly at (917) 326-3909 or at [garret.komjathy@usbank.com](mailto:garret.komjathy@usbank.com).

Sincerely,



Garret Komjathy  
Senior Vice President/Relationship Manager  
Media & Communications Lending Group  
U.S. Bank

[usbank.com](http://usbank.com)

**LSC Communications**  
formerly an RR Donnelley company

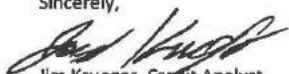
April 10, 2017

To whom it may concern:

RE: Miles Partnership

We have been doing business with Miles Partnership for several years. Their average balance is between \$250k and \$500k. We continue to do business with Miles Partnership who pays within the agreed upon terms.

Sincerely,



Jim Krueger, Credit Analyst  
LSC Communications (Formerly an RR Donnelley Company)  
4101 Winfield Road  
Warrenville, IL 60555





Thank You

miles  
PARTNERSHIP

**ATTACHMENT C**

**PROPOSAL EVALUATION CRITERIA**

Proposals will be reviewed, evaluated and scored by committee. Evaluation of proposals will be based on the following criteria for each component. Each criterion will be scored based on the quality and depth of information provided in the submitted proposal.

<b>Company 1 Name:</b>	<b>Max. Points</b>	<b>Score</b>
<b>1. OVERALL EXPERIENCE OF COMPANY &amp; DEMONSTRATED RESULTS</b>	10	
Our evaluation will assess the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
<b>3. FAMILIARITY WITH VISIT SLO CAL &amp; TOURISM INDUSTRY</b>	15	
Our evaluation will assess your knowledge of our organization, SLO CAL as a destination, countywide tourism promotion, and the tourism industry as a whole, as well as how you integrated this knowledge into your proposal.		
<b>4. QUALIFICATIONS OF PERSONNEL</b>	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will assess the qualifications and experience of your managerial team, staff and subcontractors (if applicable).		
<b>5. PLANNING &amp; INNOVATION</b>	25	
Ability of firm to think beyond the now and set SLO CAL up to be at the forefront of the changing destination marketing landscape.		
<b>6. STRATEGIC THINKING/PLANNING APPROACH</b>	25	
Philosophy/approach to creative and strategic media planning, campaign management, optimization, analysis, learning and strategic reporting.		
<b>7. BUDGET APPROACH/COST EFFECTIVENESS</b>	15	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
<b>TOTAL POINTS</b>	<b>100</b>	

Company 2 Name:	Max. Points	Score
<b>1. OVERALL EXPERIENCE OF COMPANY &amp; DEMONSTRATED RESULTS</b>	10	
Our evaluation will assess the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
<b>3. FAMILIARITY WITH VISIT SLO CAL &amp; TOURISM INDUSTRY</b>	15	
Our evaluation will assess your knowledge of our organization, SLO CAL as a destination, countywide tourism promotion, and the tourism industry as a whole, as well as how you integrated this knowledge into your proposal.		
<b>4. QUALIFICATIONS OF PERSONNEL</b>	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will assess the qualifications and experience of your managerial team, staff and subcontractors (if applicable).		
<b>5. PLANNING &amp; INNOVATION</b>	25	
Ability of firm to think beyond the now and set SLO CAL up to be at the forefront of the changing destination marketing landscape.		
<b>6. STRATEGIC THINKING/PLANNING APPROACH</b>	25	
Philosophy/approach to creative and strategic media planning, campaign management, optimization, analysis, learning and strategic reporting.		
<b>7. BUDGET APPROACH/COST EFFECTIVENESS</b>	15	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
<b>TOTAL POINTS</b>	<b>100</b>	



Company 3 Name:	Max. Points	Score
<b>1. OVERALL EXPERIENCE OF COMPANY &amp; DEMONSTRATED RESULTS</b>	10	
Our evaluation will assess the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
<b>3. FAMILIARITY WITH VISIT SLO CAL &amp; TOURISM INDUSTRY</b>	15	
Our evaluation will assess your knowledge of our organization, SLO CAL as a destination, countywide tourism promotion, and the tourism industry as a whole, as well as how you integrated this knowledge into your proposal.		
<b>4. QUALIFICATIONS OF PERSONNEL</b>	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will assess the qualifications and experience of your managerial team, staff and subcontractors (if applicable).		
<b>5. PLANNING &amp; INNOVATION</b>	25	
Ability of firm to think beyond the now and set SLO CAL up to be at the forefront of the changing destination marketing landscape.		
<b>6. STRATEGIC THINKING/PLANNING APPROACH</b>	25	
Philosophy/approach to creative and strategic media planning, campaign management, optimization, analysis, learning and strategic reporting.		
<b>7. BUDGET APPROACH/COST EFFECTIVENESS</b>	15	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
<b>TOTAL POINTS</b>	<b>100</b>	

Company 4 Name:	Max. Points	Score
<b>1. OVERALL EXPERIENCE OF COMPANY &amp; DEMONSTRATED RESULTS</b>	10	
Our evaluation will assess the history of your company, your experience as it relates to the requirements within this RFP including tourism marketing, evidence of past performance, quality and relevance of past work, references, and related items.		
<b>3. FAMILIARITY WITH VISIT SLO CAL &amp; TOURISM INDUSTRY</b>	15	
Our evaluation will assess your knowledge of our organization, SLO CAL as a destination, countywide tourism promotion, and the tourism industry as a whole, as well as how you integrated this knowledge into your proposal.		
<b>4. QUALIFICATIONS OF PERSONNEL</b>	10	
As reflected through the Overall Experience of Company & Demonstrated Results, our evaluation will assess the qualifications and experience of your managerial team, staff and subcontractors (if applicable).		
<b>5. PLANNING &amp; INNOVATION</b>	25	
Ability of firm to think beyond the now and set SLO CAL up to be at the forefront of the changing destination marketing landscape.		
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<b>7. BUDGET APPROACH/COST EFFECTIVENESS</b>	15	
Effective and efficient delivery of quality services is demonstrated in relation to the budget allocation. The allocation is reasonable and appropriate. Approach to compensation structure is balanced and structured to maximize marketing investment.		
<b>TOTAL POINTS</b>	<b>100</b>	