

Request for Proposal

Submitted Questions and Answers

1. What is justifying the need for putting out the RFP in the first place?

We believe its best practice to regularly explore a variety of perspectives and recommendations within the destination marketing landscape. With recent staffing and organizational changes, NLTMC will also be entering into the process with a fresh perspective. Both organizations (NLTRA and IVCBVB) expend public tax dollars and an RFP process allows us to utilize those funds responsibility and with transparency. In addition, NLTRA is required to enter an RFP process every three years.

2. How will the Evaluation Criteria (9.0) be scored? Are each of the 5 categories considered equally or will it be weighted?

Each of the categories are equally important in a successful bid package. The RFP subcommittee will have the ability to weigh specific sections more heavily based on the agency submittals.

3. Compensation - 7.10 Price Schedule, would you prefer a commission or agency fee-based compensation schedule?

This is up to the submitting agency. Historically we have worked with vendors in a commission, retainer and blended arrangement.

4. Does the pending TBID have any bearing on the RFP?

The NLTRA's current TBID process has no direct bearing on this RFP process.

5. Will preference be given to a full-service proposal vs an agency submitting for 1 or 2 of the services requested?

Preference will not be given to full services agencies or to specialty agencies submitting for specific requested service. Agencies can choose which of the Anticipated Services (6.1 - 6.5) they are interested in submitting.

6. Do you have a set media mix or are you looking for a proposed media mix?

While there is not a set media mix, the RFP document provides information on specific markets that the NLTMC focuses media within. Media decisions should be based on the best channel to deliver the desired target market result.

7. What are the established goals and objectives for the NLTMC? Are they the same as the strategic objectives included in the NLTRA 2-Year Tourism Development Plan?

Yes, the goals are essentially the same as the 2-Year Tourism Development plan. However, please note that the document is an NLTRA document that was created in conjunction with IVCBVB. Therefore, some categories are not relevant to the NLTMC (example: Events).

8. **Budget 3.4 – Brand, Creative & Media Buying (Consumer & MCC): \$1M-\$1.4M.** What percent of this budget should go to media planning and buying, and does it include agency compensation?

Approximately 65-70% of Budget 3.4 - Brand, Creative & Media Buying is direct consumer media expenditure through various channels. This amount includes any paid media commission.

9. **Budget 3.4 – Social Media (Consumer & MCC): \$75K-\$90K.** Does this include all paid social media or just boosted posts as noted in 6.4?

This \$75k-\$90k budget includes all aspects of NLTMC Social efforts including agency fees, boosted posts, social interaction, and any social influencer acquisition. It does not include a paid social campaign. That is included in the media buying budget.

a. If it covers boosted posts then should we include all other paid social as part of the \$1M-\$1.4M budget?

Yes

10. Can you provide copies of media plans and budgets for the past 3 years that show both seasonal and annual spend by medium?

A consolidated budget for the 19.20 fiscal year can be found here:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

11. Is NLTMC open to working with a specialty agency (for example, an agency that specializes in video production) or are you seeking relationships with full-service agencies?

NLTMC is open to working with specialty agencies. Preference will not be given to full services agencies or to specialty agencies submitting for specific requested service. Agencies can choose which of the Anticipated Services (6.1 - 6.5) they are interested in submitting or can request to be considered for inclusion on a qualified list of specialty subcontractors which will be considered for future projects.

12. Do you have any data that you can share related to the performance/results of the previous plan?

18.19 NLT Advertising Effectiveness Research:

<https://www.nltra.org/wp-content/uploads/2020/01/2018.19-North-Lake-Tahoe-Advertising-Effectiveness-Research.pdf>

17.18 NLT Advertising Effectiveness Research:

<https://www.nltra.org/wp-content/uploads/2020/02/2018-Lake-Tahoe-Advertising-Effectiveness-TO-CLIENT.pdf>

13. Do you have any feedback that you can share related to your experience with previous video projects? More specifically, any challenges that you ran into or areas that you feel would be opportunities for improvement?

Over the last several years, the NLTMC has invested in the acquisition of new evergreen content, much of which is video material. Content will continue to be an important component of the NLTMC effort. The

NLTC is interested in full right usage on any video content project. Each project has been different and multiple companies were utilized in creation, so feedback is varied and specific to each project.

14. Can you provide some insight/details on your b-roll library? This question is asked to determine how much new content will need to be developed and how much content can be repurposed from prior shoots.

Much of our recent video content can be found here:

<https://www.gotahoenorth.com/treasures/>

<https://www.gotahoenorth.com/lake-tahoe-activities/north-lake-tahoe-ale-trail/>

<https://www.gotahoenorth.com/northlaketahoevideos/>

<https://www.youtube.com/user/GoTahoeNorth/videos>

<https://vimeo.com/user88005570>

15. Does NLTC have any requirements (equipment, video resolution, etc.) related to video production and video content development?

Only that we retain full exclusive right of footage and content.

16. What is the preferred method of communication for NLTC? Is your team comfortable with phone/email communications or do you prefer in-person meetings?

Both phone/email and in person meetings are utilized. For day to day operations, phone/email is effective. There are specific meetings throughout the year that agency partners are requested to be in attendance.

17. We do not charge an hourly rate for our services. Is this a requirement or will an explanation of pricing suffice?

Historically we have worked with agencies in a commission, retainer and blended arrangement. Please provide your best cost description and explanation.

18. Is a hard copy proposal required or will you accept electronic delivery?

Hard copies are required per 8.0.

19. Confirming you will accept a bid for just the social media portion of this RFP.

Yes. Preference will not be given to full services agencies or to specialty agencies submitting for specific requested service. Agencies can choose which of the Anticipated Services (6.1 - 6.5) they are interested in submitting.

20. Is the \$70-90k social budget inclusive of paid media and service fees?

This \$75k-\$90K budget includes all aspects of NLTC Social efforts including agency fees, boosted posts, social interaction, and any social influencer acquisition. It does not include paid social media. That is included in the media buying budget.

21. What is your paid media budget for this contract, specifically for social media?

Paid media budget is included in the 6.2 Paid Media and Advertising - Consumer and MCC. You can also refer to this consolidated budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

22. Does any part of your influencer programs fall under the social media responsibilities?

Yes. Our current agency handles both social and communications, so the influencer program is integrated into both categories. Influencer selection, communications and execute are handled from the communications perspective but engaging socially falls on the social team. If you feel strongly about the influencer program falling within the social media scope, feel free to propose that.

a. Is there an additional budget for pass-thru costs?

This \$75k-\$90K budget includes all aspects of NLTMC Social efforts including agency fees, boosted posts, social interaction, and any social influencer acquisition and execution.

23. Are there any existing social media tools (planning, measurement or scheduling) that we should consider, or should we recommend our own?

Currently the NLTMC utilizes Trendkite and Fusion7 in addition to current agency media tools. Please feel free to recommend others.

24. Does this scope need to include content creation including photoshoots, video production, design or copywriting?

This \$75k-\$90K budget includes all aspects of NLTMC Social efforts including agency fees, boosted posts, social interaction, and any social influencer acquisition. However, there are other budget line items elsewhere in the NLTMC budget for content development and acquisition. Refer to the 19.20 NLTMC Consolidated budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

25. Is the incumbent Agency invited to participate in the RFP?

Yes

26. Why are you issuing this RFP?

We believe its best practice to regularly explore a variety of perspectives and recommendations within the destination marketing landscape. With recent staffing and organizational changes, NLTMC will also be entering into the process with a fresh perspective. Both organizations (NLTRA and IVCBVB) expend public tax dollars and an RFP process allows us to utilize those funds responsibility and with transparency. In addition, NLTRA is required to enter an RFP process every three years.

27. Can you disclose who will be on the evaluation committee?

The NLTMC RFP subcommittee is made up of appointed members by the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau. It will include a variety of regional experts in the marketing and PR space.

28. Historically, by percentages, list how your budget has been broken out by creative strategy, creative production, media planning, media placements (buys), account strategy and management, and OOP?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

29. Historically, by percentages, list how your advertising media budget has been broken out by broadcast, OTT, digital, print, experiential, and OOH?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

30. Do you currently use a digital asset management system? If so, which one(s)?

We use PhotoShelter for image storage and Vimeo for video content.

31. Could you share the most recent (2018) tourism plan? The most recent one on the website is from 2015.

The NLTRA Tourism Development Plan can be found here:

http://www.nltra.org/wp-content/uploads/2019/01/NLTRA_MasterPlan-2015-.pdf.

This is a 10-year plan that is currently active. This plan is specific to the NLTRA and does not specifically transfer to plans for the overall NLTMC effort. However, elements of this plan are used to develop the NLTMC annual plans.

32. Since your last 2-year tourism plan was done in 2018, do you have another 2-year tourism plan to share for 2020-2021? If not, when is the next multi-year plan being done?

The NLTRA 2 Year Tourism plan can be found here:

<https://www.nltra.org/wp-content/uploads/2019/06/Two-Year-Tourism-Development-Strategic-Plan-2018.pdf>.

This plan is specific to the NLTRA and does not specifically transfer to plans for the overall NLTMC effort. However, most elements included in the plan are used to develop the NLTMC annual plans. There are not currently plans for creating a new Tourism Development plan as most of the information in the 2018 plan is still relevant.

33. Do you have a recent visitor profile and segmentation study you could share?

You can find the most recent research results here from August 2019:

<https://www.nltra.org/wp-content/uploads/2020/01/2018.19-North-Lake-Tahoe-Advertising-Effectiveness-Research.pdf>.

You can also find Economic Significance of Travel to North Lake Tahoe here:

NLTRA study: <http://www.nltra.org/wp-content/uploads/2019/01/FinalReport2012.pdf>

IVCBVB study https://www.gotahoenorth.com/wp-content/uploads/2020/01/NLT_Washoe-Co_Economic-Significance-of-Travel.pdf

34. How long has the “It’s Human Nature” brand campaign been running.

Human Nature has been the NLT brand campaign for approximately 3.5 years.

a. When do you see it cycling out and a new brand campaign being developed?

Current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

35. Do you have a particular (tourism) business challenge you are trying to solve?

Tourism is the economic lifeblood of the North Lake Tahoe region. Competition continues to be fierce in the regional, national and international markets. North Lake Tahoe must continue to be in the consideration set for our guests. However, increased tourism has also resulted in some overcrowding situations during weekends and holiday periods that strain the local, residential population and infrastructure. Efforts need to be made to develop sustainable tourism initiatives and results that consider both the visitor and local residents. Currently our primary focus is on shoulder season (fall and spring) and mid-week visitation to help balance visitation during need periods along with flight markets that drive longer stays.

36. How have you measured success in the past?

We utilize several metrics to measure success including results or our recent SMARI ad effectiveness studies, TOT generation, Visa Vue data and pre-established metrics that are determined at the beginning of the fiscal year.

37. What are the top KPIs you find of most valuable to your tourism marketing communications efforts for measuring success?

The NLTRA Annual Reports can be found here: <https://www.nltra.org/about/documents-library/Attachment-B-Performance-Measurement-Document> contains metrics that are currently being reported on. NLTMC is open to discussion on updating KPI’s and metrics moving forward. <https://www.nltra.org/wp-content/uploads/2020/02/Attachment-B-2018-19-NLTRA-Annual-Performance-Measurement-Document-2.pdf>

38. Do you see short-term rental resolutions as means to yield more tax collection?

Short term and vacation rental properties have been a part of the Lake Tahoe tourism product for decades. Current efforts to develop and implement common-sense regulations are supported.

39. What is the main business objective for your social media channels: awareness or conversion?

NLTMC is focused on engagement throughout our various social media channels. Both awareness and conversion are goals but primarily, non-paid social media channels are utilized for awareness, timely information and inspiration. We believe this focus will ultimately result in conversion of travel to the region.

40. Does your current firm reside in Tahoe to support real-time posting efforts and is that the expectation for the chosen firm moving forward?

Current social media agency is within the broader Tahoe region. There is not a mandate that the social media agency reside within the broader region, however, given the complexities of the destination, desire for real-time information, and the in-depth knowledge needed to communicate within this channel, a regional representative may be desirable.

41. How many team members currently work on updating and managing your social media accounts?

Our current agency does the large majority of updating and managing social media accounts on a day to day basis. Various staff supports agency social media efforts.

42. Can you provide the budget breakout by percentages of how your current firm bills for backend management and development (i.e. SEO management vs. hosting vs. maintenance)?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

43. Can you share the current agency partners you're working with for each piece of the scope of work?

Augustine Ideas/Richter 7 (Brand/Media Buying), The Abbi Agency (Communications/ Social Media), Smith & Jones (Website)

44. Will you be awarding pieces of the contract based on the five categories outlined in section 6.0 (general scope of anticipated services) or based on the four budget categories listed in section 3.4 (budget)?

The NLTMC will be awarded based on item 6.0 of the RFP.

45. What is your point of view or feelings toward the current NLT brand campaign, "It's Human Nature"? What is your vision for the development and evolution of the NLT brand identity and voice?

Human Nature has been the NLT brand campaign for approximately 3.5 years. Current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

46. Do you have an asset library available for viewing to get a sense of your asset inventory? Do you currently have a process for obtaining user generated content to supplement your image library?

NLTMC currently utilizes PhotoShelter as an image library and Fusion 7 which recognizes top performing and trending posts pertaining to NLT through both owned and earned channels. Much of our video and photography assets can be found on our social media channels and consumer website. We are not currently granting access to our asset library for viewing. We are currently gaining UGC manually.

47. What has been the most impactful research studies provided the past 24 months?

The SMARI advertising effectiveness study.

a. Why were they so influential?

It provided insight on the types of activities and imagery that resonates best with our target markets and showed our current reach to different demographics which can help to alter media buys in the future.

18.19 NLT Advertising Effectiveness Research:

<https://www.nltra.org/wp-content/uploads/2020/01/2018.19-North-Lake-Tahoe-Advertising-Effectiveness-Research.pdf>

17.18 NLT Advertising Effectiveness Research:

<https://www.nltra.org/wp-content/uploads/2020/02/2018-Lake-Tahoe-Advertising-Effectiveness-TO-CLIENT.pdf>

48. How much of the budget was dedicated towards Meeting/Conventions/Groups?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

49. What was the total media hard costs? How much of the media buy was allocated towards digital?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

50. What time are the proposals due on February 14th?

5pm PST

Note: The deadline for proposals has been extended to Tuesday, February 18, 2020 at 5pm PST.

51. Can you describe the make-up of the team we would be working with on a daily basis?

The NLTMC team is made up of staff from both the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau. Staff involved in regular communications includes, but is not limited to, two CEO's, Director of Marketing, Director of PR and Communications, and Director of Sales and International Marketing.

52. Does the NLTMC currently use one firm for all the services requested in the RFP?

The NLTMC currently uses multiple firms providing the services requested. Preference will not be given to full services agencies or to specialty agencies submitting for specific requested service. Agencies can choose which of the Anticipated Services (6.1 - 6.5) they are interested in submitting.

53. How many in-market events and media tours has the NLTMC historically done?

The NLTMC typically participates in two media market events (one from a major fly market and one from a regional fly/drive market).

a. In which markets?

Typically, these have been in NYC and Los Angeles but have also included other media markets of Chicago, Atlanta, Austin/Houston and select international markets.

54. How many releases does NLTMC distribute annually?

NLTMC distributes approximately 7-8 releases a year. That includes four seasonal "What's New" releases and 3-4 additional releases as necessary.

55. What are the opportunities for NLTMC members to participate in PR activities?

North Lake Tahoe partner information is included in many of the NLTMC efforts.

56. Can we see a detailed breakdown of last year's PR budget?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

57. Who do you consider your competitive set to be?

Mammoth, Park City, Santa Cruz, South Lake Tahoe, Napa, Sonoma, Monterey, Greater Palm Springs, Colorado winter resorts, warm weather beach locations.

58. Do you have partnerships with airlines?

The NLTMC works closely with the Regional Air Service Corporation (RASC). RASC is a regional organization dedicated to increasing air service from un-served target market as well as working with airlines to ensure the Reno Tahoe International Airport continues to provide a strong connection to critical travel markets.

59. How many blog posts do you produce per month?

NLTMC typically posts two blog posts per month.

60. Is the PR agency responsible for blog content photography?

No, typically photos for blog content come from our existing photo library or partner images.

61. What is the agency meeting protocol? How often do you meet in person if the agency is not local?

We currently have bi-monthly status calls over the phone to communicate on a regular basis. In person strategic meetings are held when necessary, approximately 2 times a year, and agencies are asked to attend a number of NLTMC committee/board meetings throughout the year. On average, agencies attend in person and/or via phone, 10 committee meetings.

62. What reports are required?

Agencies are asked to supply the following reports: monthly overview, semi-annual report and annual report. Agencies are also asked to submit a final report after each seasonal campaign.

63. What was the most successful PR campaign in the last three years and why?

Various NLTMC campaigns have been quite successful. The NLT Luminaries, Treasures of North Lake Tahoe, Snow Tracker are a few. The Luminaries campaign received a lot of traction both through PR and social channels and showcased pillars of the NLT community in a relatable and interesting way. The campaign won a Poppy Award from Visit California in 2018.

64. Do you have internal staff who manage any PR, Social Media and/or Creative activities? Or are these solely the responsibility of the chosen partner(s)?

Yes, NLTMC has a Director of Marketing, Director of PR and Communications, a Director of Sales & International Marketing, and each contributing organization has an active CEO. Agencies are the primary managers of day to day activities, but staff contributes on a regular basis where needed/necessary.

65. On the PR scope, how many media outlets were hosted this past year and were you happy with that number and the coverage that resulted?

If you refer to the Attachment B Performance Measurement Document on the NLTRA.org site, you'll see it contains metrics that are currently being reported on including information on FAMS and media in the region. You'll see a breakdown of number of FAMS, participating media, placements and impressions. <https://www.nltra.org/wp-content/uploads/2020/02/Attachment-B-2018-19-NLTRA-Annual-Performance-Measurement-Document-2.pdf>

66. Of your geographic target areas and demographics, where would you most like to see more traction?

Please refer to item 3.2 Geographic Markets in the RFP.

67. Are the terms of your current agency Agreement (services provided, rates, etc.) available for public viewing?

No

68. Are there any unique social media and/or advertising "added value" activities that you've found to be particularly successful in promoting the North Lake Tahoe region in the past couple of years?

North Lake Tahoe has a wide variety of activities for the traveling consumer. Based on specific persona and geographic targets, NLTMC will include various activities to fit the outreach effort.

69. Do you have any national PR or other specialized partners that you anticipate continuing to work with? If so, are their fees included in the overall budgets shared in the RFP?

There are no national PR or other specialized partners that we work. All fees are included in section 3.4 of the RFP.

70. Does North Lake Tahoe have a defined competitive set that it measures performance against?

NLTMC considers the following destinations competitors however we do not regularly measure performance against their results: Mammoth, Park City, Santa Cruz, South Lake Tahoe, Napa, Sonoma, Monterey, Greater Palm Springs, Colorado winter resorts, warm weather beach locations.

71. After the selection of the agency or agencies, is there a desire to complete additional research for market insights?

Yes

72. In Section 6.1, the proposal references Brand Development and "further development and evolution of the North Lake Tahoe brand identity and voice." Is it North Lake Tahoe's desire to evaluate and evolve all current elements of the brand including name, logo, color, message, etc.? If not, can you please define the elements of what type of Brand Development you would like to see?

Human Nature has been the NLT brand campaign for approximately 3.5 years. Current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

73. Is the incumbent agency bidding on this RFP?

Yes

74. Consumer vs. MCC: Have you used separate messaging/strategies for these efforts in the past? MCC creative falls into the "It's Human Nature" brand campaign with more strategic messaging and imagery specific to the MCC audience.

a. Is there a separate media budget breakout for these initiatives individually?

Yes, the media budgets are separate. Please refer to the 19.20 NLTMC Consolidated Budget: <https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

75. Who would you consider your top (3) competitors for both meetings and leisure?

NLTMC considers the following destinations competitors however we do not regularly measure performance against their results: Mammoth, Park City, Santa Cruz, South Lake Tahoe, Napa, Sonoma, Monterey, Greater Palm Springs, Colorado winter resorts, warm weather beach locations.

76. Would it be possible to provide us with Read-Only access to your Google Analytics so that we may review recent website and campaign performance to help provide a more insightful response?

No, we are not able to provide Google Analytics access.

77. How do you currently measure success across multiple platforms and what are the associated KPI's?

The NLTRA Annual Reports can be found here: <https://www.nltra.org/about/documents-library/Attachment-B-Performance-Measurement-Document> contains metrics that are currently being reported on. NLTRMC is open to discussion on updating KPI's and metrics moving forward. <https://www.nltra.org/wp-content/uploads/2020/02/Attachment-B-2018-19-NLTRA-Annual-Performance-Measurement-Document-2.pdf>

78. What are the top 3 drivers/motivators that led to this RFP?

We believe its best practice to regularly explore a variety of perspectives and recommendations within the destination marketing landscape. With recent staffing and organizational changes, NLTRMC will also be entering into the process with a fresh perspective. Both organizations (NLTRA and IVCBVB) expend public tax dollars and an RFP process allows us to utilize those funds responsibility and with transparency. In addition, NLTRA is required to enter an RFP process every three years.

79. Does Incline Village have a separate presence from the Go Tahoe accounts?

No, both NLTRA and IVCBVB utilize GoTahoeNorth.com and Tahoe North social channels for all consumer communications. NLTRA has a separate website, NLTRA.org, as an organizational website, targeted to the local business community and stakeholders.

80. Does the \$75k - \$90k budget encompass *paid* social media as well as management or would that fall within the "media buying" bucket?

Paid social media falls into the "media buying" bucket. Please refer to the 19.20 NLTRMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTRMC-Budget.pdf>

81. What version of WordPress are you currently running?

The most current version, WordPress 5.3.2.

82. On average how much traffic does the site receive per month?

On average the site receives approximately 53k users a month with approximately 1.17 sessions per user, and 1.85 pages per session.

83. The RFP mentions a qualified list of specialty subcontractors to assist in various projects. Can you please tell us more about that list and if it will include individual approved media partners like USA Today?

The specialty subcontractor list is intended to include agencies and individuals that will assist in projects that fall into the scope of work listed in the RFP. It is not intended to include media companies. Advertising outlets will be evaluated during the annual media planning phase and then as opportunities arise.

84. For any qualified subcontractors, will that partnership be managed direct or through the chosen agency partner?

This is dependent on the project and who is taking the lead.

85. The Brand, Creative & Media Buying (Consumer & MCC) budget ranges between \$1M - \$1.4M. Can you please break that down further to indicate the percentage that will be allocated solely to the media? Which portion will go towards digital solutions?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

86. USA Today Network is known for our unique content platform, affluent audience, targeting solutions, and rich history of storytelling. As part of this RFP are you looking for a strategy which includes solutions like branded content and proprietary paid digital ad units (outside of the identified blogs, newsletters, and social content)?

Specific media purchase tactics will be coordinated between the client and agency partners.

87. USA Today Travel is the 3rd most visited travel information digital property, with more visits than Conde Nast Travel, MSN Travel and CNN Travel. Are you interested in utilizing both 1st and 3rd party data to reach your key audiences or just our owned properties?

Specific media purchase tactics will be coordinated between the client and agency partners.

88. Aside from Social Media Marketing and Search Engine Optimization (SEO) which is mentioned in the RFP, are you interested in additional DMS services? Based on over 8,630 travel campaigns we've run, we've learned that paid search ads and targeted social ads are an important combination to reach key audience groups.

Specific media purchase tactics will be coordinated between the client and agency partners.

89. Can you please tell us more about your target audience or would you like us to provide opportunity audiences based on interests and behaviors that align with a propensity to travel?

Please refer to section 3.2 Geographic Markets in the RFP for geographic information.

90. Is the website hosting & maintenance budget concrete or can some of that budget roll into the Brand, Creative & Media Buying bucket? (i.e. integrating a new campaign on the website).

The website hosting and maintenance budget is fairly concrete however funds from the creative budget have supplemented various projects including integrating new campaigns and/or creative onto the website.

91. Can you please provide more detail on where the paid media budget lands? Does that lie with the Brand, Creative & Media Buying (Consumer & MCC) budget under 3.4?

Yes, paid media falls into the \$1M - \$1.4M budget allocated to Brand, Creative and Media Buying. Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

92. Can you please provide more context to 7.9? What specifically are you looking to see in this mock scope of work? (i.e. budgets + timeframes that correspond with projects? Detailed timelines? Mock-ups of work?)

7.9 Draft Scope of Work should provide an overview of how the agency will deliver on the items outlined in section 6.0.

93. How comfortable are you with the current "It's Human Nature" campaign and current brand? Are you looking for your next agency to build upon this? If so, how would we build upon this in the current SOW and budget layout?

Human Nature has been the NLT brand campaign for approximately 3.5 years. Current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

94. Currently, what 3rd party APIs are connected to the website?

We don't have any 3rd party API's connected to the website. We pull data from Google Analytics.

95. Can you please elaborate on the RFP scoring section and how each section is weighted? Are there percentages associated with each category? Are there some categories weighted heavier than others?

Each of the categories are equally important in a successful bid package. The RFP subcommittee will have the ability to weigh specific sections more heavily based on the agency submittals.

96. Can you please provide more detail on who will be scoring the RFP submissions? How many members are on the scoring panel?

The NLTMC RFP subcommittee is made up of appointed members by the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau. It will include a variety of regional experts in the marketing and PR space.

97. Can you note how many other agencies are being considered for the RFP? Are most in California/Nevada region or out of state?

The RFP was widely distributed and NLTMC will make decisions on what agencies are considered after receiving more detailed information.

98. Will creative assets development and production be included within the “Brand, Creative & Media Buying” budget?

Yes

99. Are agency fees included in the outlined budgets?

Yes

100. What do you mean by “facilities description and resources”?

Please provide a description of the agency’s facility and resource capacity. This includes any software that NLTMC would be able to benefit from.

101. What is the impact of MCC revenue / visitation to the success of NLT?

MCC is an important contributor to the success of the NLT region.

102. Do you use a marketing procurement system or similar to manage agency partnerships?

No

103. Is first party data currently managed in an enterprise tool such as Google 360?

No

104. Is the incumbent agency participating?

Yes

105. How many agencies are participating?

The RFP was widely distributed and NLTMC will make decisions on what agencies are considered after receiving more detailed information.

106. Is there a preference in being a local agency?

Not all current agencies are local, so it is not a requirement or preference. However, for social media and public relations, in depth knowledge of the complex destination is required, so a regional representative may be desirable.

107. Beyond related experience how can samples/case studies be submitted?

This can be submitted as part of section 7.9 requirements.

108. Are there additional funding sources outside of the NLTRA and IVCBVB?

No. On occasion, NLTMC has opened up marketing/advertising/PR opportunities to regional partners for a slight charge but it's not a funding source.

109. Are the funding source entities involved in the day to day direction and decision making or just the Cooperative Marketing Committee?

Yes, staff from each organization, NLTRA and IVCBVB, will be involved day to day direction and decision making. Regional stakeholders make up each organizations committees/boards and they weigh in on strategic vision and direction, but are not involved day to day.

110. How many agencies received the RFP?

This information is not public and is still fluid. The RFP was widely distributed and NLTMC will make decisions on what agencies are considered after receiving more detailed information.

111. Which agencies received the RFP?

This information is not public and is still fluid. The RFP was widely distributed.

112. Have any of the agencies that received the RFP worked with NLTMC before? If so, who?

Yes, current and past agencies received the RFP. We are not releasing a list of who has received the RFP as it was widely distributed.

113. Does the current messaging remain for the future campaigns?

Human Nature has been the NLT brand campaign for approximately 3.5 years. The current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

114. Can you provide a seasonal breakdown of the budget?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

115. In item 6.2 you mention discounts. Are you looking for purchasing discounts with other clients of ours that advertise in the same outlets?

6.2 refers to the agency's ability to purchase media at the best rate possible. Additional promotional values and opportunities are encouraged.

116. Have you done any fam tours? If so, how many and when?

Yes, we participate in numerous international and national fam tours for both traditional media, travel trade and social channels. If you refer to the Attachment B Performance Measurement Document on the NLTRA.org site, you'll see it contains metrics that are currently being reported on including information on FAMS and media in the region. You'll see a breakdown of number of FAMS, participating media, placements and impressions.

<https://www.nltra.org/wp-content/uploads/2020/02/Attachment-B-2018-19-NLTRA-Annual-Performance-Measurement-Document-2.pdf>

117. What is your CMS? Do you want to stay with it or change?

Our current CMS is WordPress and there are no plans to change at this time.

118. What's the reason behind the new agency search? Creative issues? Account service issues? Media strategy? Contract expiration/mandatory agency review requirement?

We believe its best practice to regularly explore a variety of perspectives and recommendations within the destination marketing landscape. With recent staffing and organizational changes, NLTMC will be entering into the process with a fresh perspective. Both organizations (NLTRA and IVCBVB) expend public tax dollars and an RFP process allows us to utilize those funds responsibility and with transparency. In addition, NLTRA is required to enter an RFP process every three years.

119. Are there specific concerns that pertain to the current Brand Position, Campaign?

Holistically, no, the current campaign is performing well based on the most recent SMARI results. However, results showed there is room for improving some of the intended communications, such as driving consumers to "want to learn more about things to see and do in the region" and enticing the boomer audience to "want to visit". Human Nature has been the NLT brand campaign for approximately 3.5 years. The current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

120. Who is your current media buying agency? What have you been most happy with? What needs the most improvement?

Our agency on record is Augustine Ideas who work in conjunction with Richter 7 for media buying services.

121. Would you be willing to provide your most recent break-down of spend on Brand/Creative/Media Buying? Percentages would suffice.

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

122. How much of the \$1M-\$1.4M "Brand, Creative & Media Buying" budget do you anticipate will be dedicated to paid media specifically? Could you supply the current media mix for consumer media (x% digital / x% print, etc.)?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

123. Is it mandatory or is there special consideration for our agency PR partner being located in the Lake Tahoe region?

Not all current agencies are local, so it is not a requirement or preference. However, for social media and public relations, in depth knowledge of the complex destination is required, so a regional representative may be desirable.

124. Are you currently working with any third-party tracking partners to measure bookings or arrivals resulting from your media spend?

NLTMC subscribes to Destimetrics and receives occupancy, ADR and RevPar statistics for the region. Additional research is conducted annually on our behalf to analysis the effectiveness of our marketing efforts and both NLTRA and IVCBVB hire Dean Runyan for Economic studies approximately every 4 years.

125. Are you looking to revise your market strategy? Can you expand as to why New York is a primary consumer media market for winter and Summer?

NLTMC is not actively looking to revise market strategy but is always open to research and suggestions. New York is a primary consumer media market for the two busiest seasons for the year for NLT. The intent is to grow visitation from direct flight markets assuming they will stay longer and boost mid-week visitation where the need lies during those seasons.

126. Under Brand Development, it states "assist in the further development and evolution" of their brand ID and voice. Is there a specific reason or belief to why there is a need to evolve the Brand ID and voice?

We believe it's important to always be analyzing and improving upon our messaging and media strategies. There is not a specific reason but any agency we work with should always be exploring new ways to continue to improve results. Human Nature has been the NLT brand campaign for approximately 3.5 years. The current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

127. In Section (6.1) there is a reference to providing "Complimentary rich content campaigns..." We're assuming the intent here was "Complementary" (as in supporting) not "Complimentary" (as in free) but wanted to confirm.

Correct, the intent was for supporting rich content, not free.

128. On page 9 there is a reference to the agency occasionally using "client supplied copy and creative concepts". Can you expand a bit on what this means?

The intention of this line is to notify agencies that NLTMC staff are highly involved and will regularly be giving feedback and suggestions on copy and creative concepts. In addition, if NLTMC utilizes multiple agencies, one agency may have to incorporate another agency's creative concepts in their area of work. The efforts will be collaborative to ensure branding and messaging are consistent across all channels.

129. When thinking about the visitor traveling the Tahoe region, do you have an opinion as to where North Lake Tahoe wins and loses vs. South Lake Tahoe?

Historically as we look toward our western markets (i.e. California/West Coast), there tends to be more awareness of North Lake Tahoe and South Lake Tahoe. However, as we look more toward our eastern markets, there is more awareness of Lake Tahoe as a whole.

130. Is the current website tied to a CMS, we're assuming yes. If so, which one.

Yes, WordPress 5.3.2.

131. It would be helpful to know the primary language(s) the current website is coded in.

PHP is the coding language utilized in WordPress.

132. Does the NLTMC team manage on-going content-only related changes or is that part of the agency's maintenance scope?

Content updates and changes are handled separately from the agency's maintenance scope.

133. What industry trends do you feel are beginning to affect the success of your marketing program? (Lifestyle, Recreation, Travel Behaviors, Traveler Demographics, etc.)

The 2-Year Tourism Development Strategic Plan highlights trends we are currently keeping an eye on along with sustainable travel and destination management practices.

<https://www.nltra.org/wp-content/uploads/2019/06/Two-Year-Tourism-Development-Strategic-Plan-2018.pdf>

134. Do you see any significant barriers/opportunities that will impact your success?

Budget levels tend to dictate our target market opportunities. Direct air service is an important component when looking at new or expanded target markets.

135. Are there longer term in-market trends in NLT area – new hotel supply, market amenities, destination activities or experiences, market segments, shifts in visitor points-of-origin?

Tourism is the economic lifeblood of the North Lake Tahoe region. Competition continues to be fierce in the regional, national and international markets. North Lake Tahoe must continue to be in the consideration set for our guests. However, increased tourism has also resulted in some overcrowding situations during weekends and holiday periods that strain the local, residential population. Efforts need to be made to develop sustainable tourism initiatives and results that consider both the visitor and local residents. Currently our primary focus is on shoulder season and mid-week visitation to help balance visitation during need periods. There are also a number of construction projects in various stages that could contribute to the regional bed base.

136. Are there any prevailing misperceptions about the experiential offering?

Through our SMARI Advertising Effectiveness research we have been able to identify specific travel motivators that rank high with identified target audiences. This information is used to modify our consumer messaging.

137. How will the responses be scored? Will there be different weight applied to the various sections?

Each of the categories are equally important in a successful bid package. The RFP subcommittee will have the ability to weigh specific sections more heavily based on the agency submittals.

138. Has the organization committed to any tradeshows for FY20/21?

Yes, there are a few trade shows that have been committed to.

139. Our agency is a spoke and hub agency. This means that the principles pull in known, highly qualified, reliable team members for their specific area of expertise, only as needed. There's no lofty overhead or bricks and mortar offices to support. The primary benefit to the client is that they only pay for the services they use. Would NLTC be comfortable with this open structure?

Yes.

140. Under Sect. 6, there are six areas of service to apply for. Does the NLTC prefer that all services are provided by one agency?

Preference will not be given to full services agencies or to specialty agencies submitting for specific requested service. Agencies can choose which of the Anticipated Services (6.1 - 6.5) they are interested in submitting.

141. Is NLTC satisfied with the performance of its current agencies?

Yes, it has been an overall positive experience with all current agencies. We believe its best practice to regularly explore a variety of perspectives and recommendations within the destination marketing landscape. With recent staffing and organizational changes, NLTC will be entering into the process with a fresh perspective. Both organizations (NLTRA and IVCBVB) expend public tax dollars and an RFP process allows us to utilize those funds responsibly and with transparency. In addition, NLTRA is required to conduct an RFP process every three years.

142. What percentage of the \$2.0 - \$2.6MM annual budget is funded by the Placer County Transient Occupancy Tax (TOT)? How has this percentage changed from 2017 to 2018 to 2019?

The NLTRA contributes approximately 60% of the annual budget and IVCBVB contributes the other 40%. NLTRA's full funding is through the Placer County TOT. IVCBVB is funded by a TOT tax collected in the Washoe County portion of North Lake Tahoe.

143. What was the percentage breakdown of the media budget by media type? (E.g. Digital, Radio, television, OOH, Print, Social, etc.) for each 2017, 2018 and 2019?

Please refer to the 19.20 NLTMC Consolidated Budget:

<https://www.nltra.org/wp-content/uploads/2020/02/20.21-RFP-Process-NLTMC-Budget.pdf>

144. For how many years has the *North Lake Tahoe — it's Human Nature.* campaign been in use?

Human Nature has been the NLT brand campaign for approximately 3.5 years. The current plan is to continue with Human Nature (with annual refinements) for the short term. In the future, there may be an opportunity to revisit the brand campaign but that is not the intention for the immediate future.

145. When was the last time the NLTMC rebranded?

NLTMC rebranded approximately 4 years ago and resulted in the implementation of the Human Nature campaign which has been running for approximately 3.5 years.

146. How many beds are considered to be in the region represented by NLTMC?

North Lake Tahoe is made up of resorts and towns throughout the region. This includes Donner Summit, Squaw Valley, Alpine Meadows, Tahoe City, West Shore, Kings Beach, Carnelian Bay, Tahoe Vista, Northstar, Crystal Bay and Incline Village. Due to the fluctuation of short-term rental inventories, the total number of beds in the region varies. It exceeds 7,000.