



**WE'LL BE
NORMAL TOMORROW.
YOU NEED US TO BE
DIFFERENT TODAY.**

WEST VIRGINIA DIVISION OF TOURISM

SUBJECT: Full Service Advertising Agency for Tourism

RFP: CRFP 0304 TOR1500000002

VENDOR: Charles Ryan Associates

601 Morris Street

Suite 301

Charleston, WV 25301

PHONE: (304) 342-0161

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CONTACT: Susan Lavenski

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SIGNATURE: 

DATE: March 12, 2015

03/12/15 11:39:39
WV Purchasing Division

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ADDITIONAL FORMS

Vendor Preference Certificate

Purchasing Affidavit

Addendum Acknowledgement Form

Certification Signature Page

ATTACHMENT A

Company description, history and years of experience related to Advertising Services.

3.1

ABOUT CHARLES RYAN ASSOCIATES (CRA)

We must warn you - we're not a normal communications firm. We have an insatiable appetite for this business. Each of our experts is abnormally qualified - possessing talent, skills and determination that set us apart. You might say we are obsessed with what we do, which makes us extremely committed to our clients and the tasks at hand.

We lose sleep making sure our clients don't have to. Our solutions are backed by years of proven experience and fueled by our endless devotion to our clients - and of course lots of coffee!

We are excited and prepared to give you the exceptional. We immerse ourselves in the intricacies of your business practices, culture, goals, relationships and challenges to determine strategies that will work best for you.

Brand communications strategy is at our core. We offer a blend of marketing disciplines including advertising, public relations, interactive services, crisis communications, research and social media approaches that garner real-time results.



"The Greenbrier is a gem in the heart of West Virginia. I'm there at least a few times a year, both for work and fun. I hit the Classic each year, and it's a great place for spending time with friends and family."

*Susan Lavenski
Managing Partner/Principal*

A graphic featuring a map of the Mid-Atlantic region. The text "We are one of the most experienced communications firms in the Mid-Atlantic region." is prominently displayed. Below this, there are two small icons representing the offices in Richmond, VA and Charleston, WV. The text "Two offices: Richmond, VA & Charleston, WV" is also present. At the bottom, there is a logo for "40th Anniversary" and the text "Providing integrated marketing strategy since 1974." A megaphone icon is also visible on the right side of the graphic.

We are one of the most experienced communications firms in the Mid-Atlantic region.

Two offices:
Richmond, VA & Charleston, WV

40th
ANNIVERSARY

Providing integrated marketing strategy since 1974.

Partnered with organizations in a range of industries including:

Lotteries



Tourism



Energy



Transportation



Finance



Health Care



Retail



Worked in 40 states and several foreign countries assisting some of the most recognizable names in corporate America.

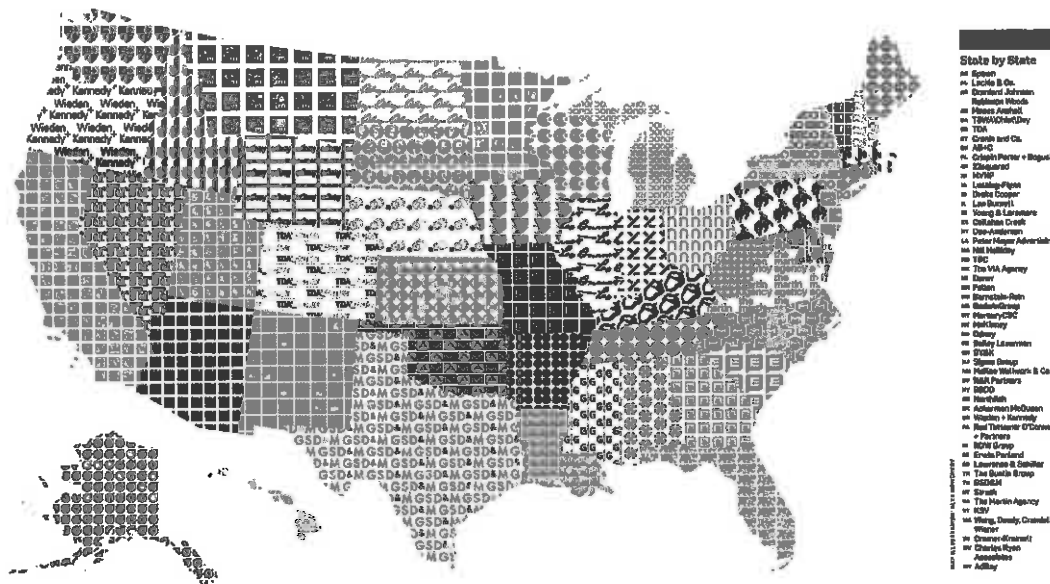
We follow the traditional rules...sometimes. But we aren't afraid of unorthodox approaches either, challenging the rules when we must. So no, CRA is not a normal communications firm. There is a method to our madness, or you could say our madness is our method. Our recommendations are an eclectic blend of disciplines that will create, position and communicate your brand efficiently and effectively, setting it apart from the rest.

In 2013, AdWeek named Charles Ryan Associates in its United States of Ad Agencies as the top shop in West Virginia.

We'll be normal tomorrow. You need us to be different today.

ADWEEK
September 16, 2013

The United States of Ad Agencies
Our picks for the top shop in each state.



3.2



3.3



"My hands-down favorite festival in West Virginia always has been and still remains the Vandalia Festival. I think it is the one festival that celebrates all the things that truly make West Virginia amazing, and I love that it is held on the grounds of the Capitol. I absolutely LOVE this picture because it is my and my sister's children loving this festival. This photo represents three generations of family. And that is what West Virginia means to me – family."

*Caryn Foster Durham
Managing Partner/Principal*

Subcontractor company information and references. Provide names, addresses, and experiences of any subcontractors that will be used in the day-to-day performance of this contract in delivering services described in this proposal.

CRA is fully staffed and able to fulfill the day-to-day requirements outlined in the request for proposal without the assistance of subcontractors.

However, for certain projects and components, we do anticipate the need for subcontracting services that include, but are not limited to, sponsorship development and consulting, photography, research and audio production.

Subcontractors and their services would be presented to and approved by the West Virginia Division of Tourism before any agreements are finalized.

A list of annual gross billings for the last two years, a list of all accounts gained and lost in the last 12 months with a description of why accounts were lost, and a list of memberships in any local, national, or international advertising, marketing or public relations associations.

Gross Billings 2013 \$5,048,694

Gross Billings 2014 \$5,494,318

Accounts Gained in last 12 months

Appalachian Power
DC Lottery and Charitable Games Control Board
Energy Corporation of America
Go Mart
Liberty Management, LLC
NiSource Corporate Service
Polymer Alliance Zone
Ronald McDonald House Charities of SWV
Ryan Environmental
The Lost Colony
University of Charleston
Virginia Industry Council
Virginia State Police
Virginia Tourism Corporation
Virginia Transportation Construction Alliance
West Virginia Power
West Virginia Manufacturers Association

Accounts lost in last 12 months

Edgewood Summit - Contract ended, did not pursue renewal
MVB Bank - Projects completed
Patriot Coal, LLC - Project completed
Quicken - Project completed

List of memberships in any local, national, or international advertising, marketing or public relations associations.

American Advertising Federation
American Marketing Association
Destination Marketing Association International
Public Relations Society of America
Southeast States Chapter of Travel
and Tourism Research Association
Southeast Tourism Society
U.S. Travel Association
Virginia Hospitality Travel Association
West Virginia Hospitality Travel Association

3.4



"Morgantown is time spent with a different kind of family — the Mountaineer Nation — with whom I've have shared much laughter and tears."

*Matt Fidler
Senior Vice President &
Creative Director*

3.5

Contact names, telephone numbers and fax numbers of two additional clients, who may be contacted by the Agency as references, for which similar services have been provided as referenced in this RFP.



Alisa Bailey

Charleston Convention and Visitors Bureau
President & CEO
Phone (304) 344-5075
Fax (304) 344-1241
Email alisa.bailey@charlestonwv.com



Kara Dense

Greenbrier County Convention and Visitors Bureau
Executive Director
Phone (304) 645-1000
Fax (304) 647-3001
Email kdense@greenbrierwv.com

"Zip-lining in Fayette County is quickly become one of the state's most popular activities. You spend hours in the trees, but the trips down never get old."

*Alisha Maddox
Vice President*



Provide details of the complexity of projects performed and the volume of the services provided that may include specific examples, tracking, and monitoring, comprehensive evaluation of the project, public relations, placement and effectiveness of the project.

3.6

The following case studies have been selected as they provide a good overview of the different types of services and offerings offered by CRA.

Additional supporting creative can be found at charlesryan.com/wvtourism.

SOUTHWEST VIRGINIA CULTURAL HERITAGE COMMISSION HEARTWOOD

The Southwest Virginia Cultural Heritage Commission hired CRA to create, develop and launch a brand for Heartwood: Southwest Virginia's Artisan Gateway. That brand would highlight the cultural heritage and natural resources of the 19-county, four-city region and establish it as a destination for those wanting an authentic experience related to music, craft and food.



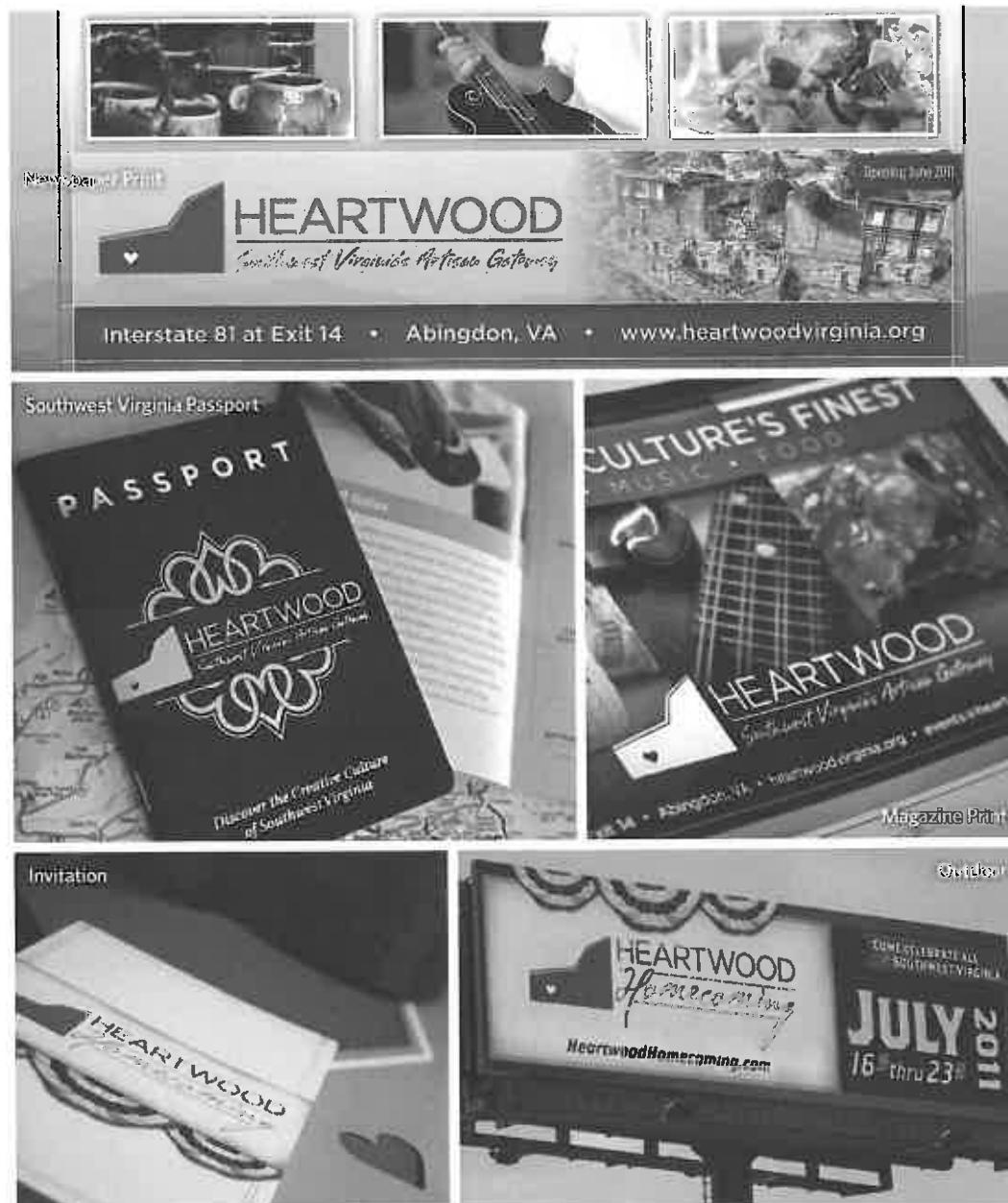
Heartwood media kit



The Crooked Road: Virginia's Heritage Music Trail and 'Round the Mountain: Southwest Virginia's Artisan Trail were existing brand assets for the region that would be used to promote the local musician and artisans in the region. With local, state, federal and private money funding the initiative, the pressure was on to make the launch a success; while also laying the groundwork for sustainable marketing and economic development in the region.

CRA worked with the Southwest Virginia Cultural Heritage Commission to establish benchmarks for performance,

Heartwood campaign materials





messaging for state and local elected officials, metrics for federal grants and fundraising efforts and brand standards for Southwest Virginia, Heartwood, The Crooked Road and 'Round the Mountain.

*Heartwood Homecoming
landing web page*

CRA created and implemented a grand-opening concept, the Heartwood Homecoming, which would help brand and introduce the attraction to its local and regional target audiences through earned, paid and social media efforts.

THE RESULTS

Our 18-month goal of \$1 million in earned media was achieved in seven months! Publications such as Huffington Post Travel, The Washington Post, New York Times Travel Section, Virginia Living, Virginia Business, Roanoke Times, Blue Ridge Country, Richmond Times-Dispatch, Bristol Courier, USA Today and Group Travel Leader featured articles and news stories highlighting the region and Heartwood's opening.

We had 100 percent participation from the region for the Homecoming, with 143 musicians, 88 artisans, 11 farms, 14 wineries, one brewery, five coffee roasters, 11 authors for book signings, 31 tourism representatives, 12 outfitters and 13 attractions across the 10 days.

Thousands attended the event. Specifically, we had 4,204 come through the doors during the ten-day period including dignitaries such as Governor Bob McDonnell,

"West Virginia isn't all that 'beachy,' but one of my favorite spots is Charleston's Magic Island. During the summer, I play volleyball weekly, and it's beautiful during sundown."

*Danny Forinash
Senior Account Executive*



"I took Kortney, my wife, to brunch at The Greenbrier for her birthday. Just a fun place to visit, walk around and feel fancy."

Robb Major
Creative Director, CRA Film



Additional promotion and event materials for Southwest Virginia

Senator Mark Warner, Senator William Wampler, Jr. and Dr. Ralph Stanely.

Facebook was used to drive traffic both to the web site and to the Homecoming events through user engagement, photos, giveaways and event information. Users liked what they saw and the Facebook page received more than 1,000 Likes in 20 days through organic efforts.

Through a comprehensive and targeted email campaign we were able to build a qualified database of more than 20,000 in less the 45 days.

THE PLAN

- Earned media - We worked with numerous tourism officials statewide and regionally, developed core messages, created media kits and launched an online pressroom. We hosted FAM (familiarization) tours with the media prior to opening and during Homecoming



and developed and launched a multimedia news release announcing the events.

- **Paid media** - We planned, negotiated and purchased paid media including outdoor, radio, TV, print and online advertisements. Local, regional and national media worked with us to provide a 3 for 1 added value to the buy.
- **Social media** - Both live and scheduled content for Facebook included photos, giveaways, announcements, events and links to the site reminding users to invite their friends and family to the Heartwood Homecoming. Simultaneously, we were building engagement on The Crooked Road page with the activities surrounding the release of The Crooked Road sample cd that would launch during the Homecoming.
- **Creative services** - Collateral pieces for Heartwood included brochures, rack cards, paid media advertisements, flyers, event posters, the Heartwood Passport (a guide for visitors) as well as the retail and merchandising plan prior to opening. Tshirt designs, wayfinding and a user-friendly interface for trip planning in the region highlight the multitude of creative services.



"This was my first road trip to West Virginia. We stopped off to enjoy the mountain views as we made our way, and they were awesome. I could see forever!"

*Michelle Bochman
Graphic Designer*

*Heartwood retail materials,
ads and additional Southwest
Virginia brand elements*



Retail Bags & Boxes



- Interactive services - A custom-built electronic customer relationship management system was built to gather leads and communicate through the use of e-mail templates and a comprehensive website dedicated to the Heartwood Homecoming. Site visitors could also send a branded invite to friends and family.
- Event planning - We managed and coordinated the Heartwood Homecoming events including the community days; The Crooked Road, Virginia's Heritage Music Trail, sampler CD release party and concert; and the official ribbon-cutting ceremony with Governor Bob McDonnell. Some of our unofficial duties included parking cars, working the visitor/information desk, selling CDs and helping clear tables.



CHARLESTON CONVENTION & VISITORS BUREAU

"I'M CHARLIE WEST"

The Charleston Convention and Visitors Bureau (CCVB) enjoyed strong weekday occupancy rates due to a high volume of business travelers; however weekend leisure visitation was lagging. CRA looked to research to determine the best way to implement a leisure-focused strategy to take advantage of the historic architecture and neighborhoods, independent restaurants, art galleries and retailers and world-class musical performances.

The revamped Charleston CVB website



What we found in the Longwood's International Day Visitor Study was that 52 percent of leisure travelers to the region were doing so to visit friends and relatives. Though this percentage of friends and family exceeds the national average by seven percent something was amiss. We had a hunch, but needed to dig a little deeper. CRA developed and deployed an online survey to see what Charlestonians were doing while visiting friends and family. The survey concluded that Charlestonians had an identity problem! While they loved the city and were very positive about living there they weren't giving positive feedback to friends and family. We were about to change that in a drastic way.



Hashtag event banners

THE RESULTS

The CCVB achieved impressive results with the launch of the "I'm Charlie West" campaign. Unique visitors to the CCVB's website increased 78 percent from the previous year. In addition, social media metrics significantly increased as broken down by social media platforms:

- Facebook - Charleston, West Virginia Convention & Visitors Bureau saw a 79 percent increase in overall engagement.

"I'm Charlie West" photo-opp sign with hashtag and changeable icons





A selection from the "I'm Charlie West" icon set

- Social media target audience accounts for 58 percent of total page likes.

- Overall reach is 162,581 Facebook users (includes paid, organic and viral views).
- On average, 8,500 users are reached by each post.

- Twitter - @CharlestonWV had a 151 percent increase in Twitter followers including 109 mentions and 52 retweets.

- Instagram - @CharlestonWV had an 83 percent increase in Instagram followers.

- YouTube - Charleston, West Virginia saw a 12 percent increase in overall video views.

THE PLAN

- Research - Research played a key role in obtaining the funding necessary to launch this campaign as it provided specific facts that allowed us to make a case identifying opportunities and actions.

- Website - CRA designed and launched a new website for Charleston CVB to create a more user-friendly experience and to provide solutions for the weaknesses and opportunities realized from the research. An eCRM program and partner portal were also a part of this effort.

- Earned media - CRA educated and trained the "Charlie West" ambassadors; which included the city mayor, musicians, restaurateurs, shop owners and business leaders; on the value of tourism to the city and scheduled media visits to promote culinary, music and heritage offerings of the area.

- Paid media - Print, radio, television, out-of-home and digital efforts launched together to blanket the community and surrounding area. Partners were included in a co-op program to combine efforts and cut costs. They were included in print ads and behaviorally targeted online ads based upon each partner's offerings. Added value was negotiated with the television and radio stations to have the campaign posted on their

social media platforms and on station websites to help maximize the budget and increase the reach. All paid media was directed to the new website for tracking and engagement reporting.

- Social media - In addition to a robust content calendar spanning Facebook, Twitter, Instagram and Google+, Charleston social media "super sharers" were targeted. They were given Charlie West fun packs (t-shirts, sunglasses, stickers, VIP event passes) to encourage user-generated content that CCVB could then like and share to increase engagement. They instantly became Charlie West ambassadors and they loved sharing with friends and followers.
- Email marketing - CRA cleansed the existing database and then tagged those remaining subscribers by interest to better target for events and activities. This was also a great way to get the industry partners involved in a specific and meaningful way with all efforts directing back to the website for tracking and measurement.
- #cwv - This hashtag was added to all paid and social media efforts to track engagement and to promote excitement around the user-generated content that produced. We were able to track posts and get involved with conversations in real time.



"Born and raised in the Buckeye state, I never saw myself staying in West Virginia. However, on this day, when my daughter was born in Charleston, I knew I wanted to put down roots – the start of a new life."

Kyra Harris
Senior Account Executive

"I'm Charlie West" local celebrity outdoor boards





GREENBRIER COUNTY CONVENTION & VISITORS BUREAU

"AMERICA'S COOLEST SMALL TOWN" INTEGRATED CAMPAIGN

The Greenbrier County Convention and Visitors Bureau (GCCVB) was seeking earned media opportunities to promote the Greenbrier Valley as a destination, including online competitions. The challenge? Find unique and interesting ways to garner earned media attention and raise its social media profile in constant competition to other, similar destinations. In the end, the Greenbrier Valley would not only enter its town of Lewisburg into an online competition and be successful, but they would boast the designation of "America's Coolest Small Town," and increase social media engagement by 550 percent and garner earned media coverage nationwide.

THE RESULTS

We garnered more than \$250,000 total in advertising equivalent dollars exposure. We also:

- Acquired a surge in website traffic by more than 70 percent from unique visitors.
- Increased engaged social media users exponentially to more than five times the original number, and garnered more than 57,000 impressions per post throughout the life of the campaign.
- CRA developed a comprehensive, integrated outreach strategy that included social media, public relations, paid media and partner collaboration for the campaign for limited budget. Most importantly, the "America's Coolest Small Town" effort was the most successful campaign for the GCCVB.
- The integrated tactics helped Greenbrier Valley's city of Lewisburg overcome a late push from Astoria, Ore., a town nearly three times the size, to stake claim to the title of "America's Coolest Small Town" by nearly 11,000 votes.



The "America's Coolest Small Town" VOTE Lewisburg rally

THE PLAN

CRA developed an integrated campaign that encouraged partners to engage groups and get people voting in the online contest to promote the destination. A variety of tactics were employed, including Facebook invitations to remind people to vote, hosting a rally to “get out the vote”, and a media event to “Countdown to a Cool Town” celebration as voting came to a close.

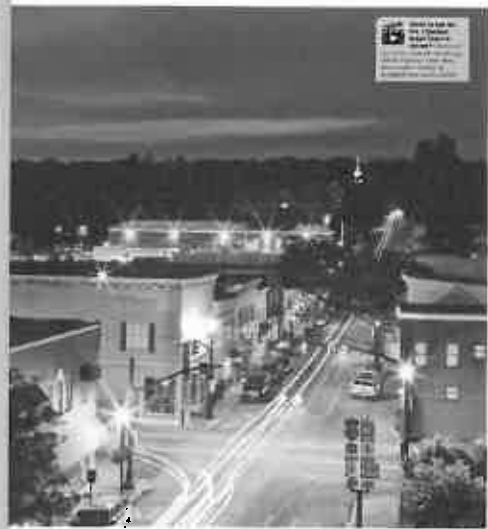
- **Earned Media** - We messaged and we conquered. From engaging local ambassadors to national coverage, we told the story of the Greenbrier Valley’s historic gem of Lewisburg to a variety of outlets and sources.
- **Paid Media** - We implemented a strategic paid media plan for print and online to engage voters and drive them to the online contest.
- **Creative Services** - We created campaign materials including advertisements and signage encouraging people to *VOTE! Lewisburg*.
- **Event Planning** - We assisted in the coordination and management of a variety of events related to the online competition including the *VOTE! Lewisburg* Rally and the “Countdown to a Cool Town” vote push. Finally, we coordinated the celebration of “America’s Coolest Small Town” where we hosted state and local dignitaries, media and executives from Budget Travel.



“Coopers Rock is one of my favorite places in West Virginia. While attending WVU, my friends and I would sometimes go there when we needed a break from studying or just wanted to get out of the dorm. The scenery is beautiful, and sometimes it’s nice to get lost and admire the beauty in nature.”

Hilari Barton
Account Coordinator

Lewisburg featured as Budget Travel’s “Coolest Small Town in America” for 2011.





MARDI GRAS CASINO & RESORT GRAND OPENING CAMPAIGN

With the addition of a new, 150-room hotel, Tri-State Racetrack & Gaming Center was rebranded as Mardi Gras Casino & Resort, a destination resort complete with luxury hotel accommodations, fine dining facilities and a wide range of gaming entertainment. CRA took on the challenge to rename, rebrand and coordinate all activities for the grand opening of the new Mardi Gras Casino & Resort by reintroducing the casino to current players, the community and recruiting new players by highlighting attractive packages.

THE RESULTS

- Thousands attended the events during the five-day grand opening celebration. More specifically, the ribbon-cutting celebration included dignitaries such as Governor Joe Manchin, Kanawha County Commissioner Kent Carper, Mayor Danny Jones and West Virginia Lottery Commissioner John Musgrave and was featured on all six TV news broadcasts throughout West Virginia.
- CRA developed and promoted packages, which resulted in a 99-percent booking rate during the weekend of

Grand Opening invitation





Print announcing name change

the grand opening celebration with visitors from Ohio, Kentucky, Virginia, West Virginia and North Carolina.

- More than 2,500 individuals signed up to become members of the Player's Club through a landing web page sign-up developed by CRA and promoted through television advertising.

THE PLAN

- **Earned Media** - CRA wrote, disseminated and tracked news releases and media alerts regarding the name change and grand opening activities. CRA also conducted several press tours and coordinated photo opportunities for the media to include VIP receptions for local and state government officials as well as sneak peek hotel tours prior to the grand opening.
- **Social Media** - To build upon the excitement of the new hotel and casino, we joined the conversations that were happening on social media. We also created content to highlight contest winners, promotions, events, announcements, big jackpot nights, poker tournaments and hotel specials that were exclusive to our followers.

Brand awareness print





"Canyon Doors is West Virginia's best-kept secret for river surfing and sunbathing."

Matt Smink
Cinematographer

Television — to view, visit
charlesryan.com/wvtourism

- **Creative Services** - CRA created and designed all of the branding and collateral pieces to promote the new hotel's identity and to support the change in brand. This included print, television, radio, outdoor advertisements and signage.
- **Paid Advertising** - To complement the new tagline "It's Always a Party," CRA developed a creative campaign communicating the message "The Party Is About To Begin." The campaign concept was incorporated into television, radio, newspaper and online ads that were negotiated at 50 percent off the rate card rates and placed by CRA's media team. The advertising campaign also included added-value elements such as a "text to win" contest.
- **Special Events & Promotions** - In addition to the previously mentioned ribbon-cutting ceremony, CRA arranged a series of promotional giveaways throughout the grand opening including \$100,000 in cash, electronic prizes, hotel certificates and a Mercedes-Benz C-Class grand prize, as well as a visit to Mardi Gras Casino & Resort by the famous Clydesdale horses.



VIRGINIA CRAFT BREWERS GUILD VIRGINIA CRAFT BREWERS FEST

As the Virginia Craft Brewers Fest (VCBF) was entering its third year, CRA convinced the promoter and leadership at the Virginia Craft Brewers Guild that VCBF needed an image makeover and proper promotional plan. Encouraged by the growing popularity of Virginia craft beer and the previously successful VCBFs, they agreed.

Armed with some ideas and a bevy of experience in this sort of thing, CRA took action.



THE RESULTS

- Working with Virginia Tourism Corporation we were able to get the Governor to declare August as Virginia Craft Beer Month.
- We tracked social media numbers. Our hashtag, #vacraftbeer, demonstrated a reach of 76,256, which refers to unique followers, and nearly 160,000 impressions, which are times the posts were seen, on

Event website
vacraftbrewersfest.com



"We go to the Greenbrier River every July 4th weekend for our family reunion. It's a tradition, and it's one of my family's favorite West Virginia spots."

Carol Dye
Media Coordinator



Twitter, Instagram and Facebook. From July 30 to Aug. 26, our social media campaign derived 873 new likes on Facebook.

- The event sold out prior to the day of the VCBF.
- More than 30 local, regional and national media outlets covered the event, including the Associated Press, Washington Post and Beer Advocate Magazine.

THE PLAN

- **Earned Media** - CRA targeted relevant local, regional and state publications to cover the VCBF. We reviewed and updated the previous year's media list with new media. CRA then sent multiple media alerts with updates and notices and invited all media to the event, offering tickets

and access to the WiFi-capable media tent. Media also had access to winners, brewers, judges, bands and staff.

- **Paid Media** - With a limited budget, CRA developed a media plan to maximize dollars. It included Facebook advertising and banner ads. Facebook ads reached more than 250,000 people and received 10,000 clicks in the four-week flight.
- **Social Media** - CRA developed a social media strategy that engaged the target audience using #vacraftbeer on Facebook. The strategy focused on starting a conversation with the audience by posting photos, giveaways, announcements and links. For two weeks leading up to VCBF, daily contests generated excitement and encouraged engagement.
- **Creative Services** - Each year, CRA develops a refreshed look for the upcoming Fest and designs the new poster announcing the event. In addition, we designed credentials, info cards listing pour times for the VIP tent, a sponsor poster and the website.
- **Website** - CRA designed and developed a website that makes it easy to manage content and information about the VCBF. As tickets are only sold online, a seamless integration with Eventbrite was key to the design
- **Surveys** - CRA performed two surveys for the 2014 event. The first survey was distributed before the event to people who purchased tickets in 2013 and 2012. The second went out after the event to patrons who attended in 2014. The goals of both surveys were to gather information and statistics that will help improve the overall VCBF experience and share information with our tourism partners (VTC and Nelson County).



Branded tasting glass

"The first time I took my future husband to West Virginia, we stopped for some beautiful photos in Ghent."

*Michelle Callanta
Media Director*



3.7

Provide a listing of Clients whom you have provided Advertising Services to, with a budget of \$1 million or more.

BrickStreet Insurance

Cellular One

DC Lottery

Heartwood (Southwest Virginia Cultural Heritage Commission)

nTelos

Virginians for Better Transportation

WV Lottery

WV Tourism



"This is a group shot from CRA's Annual Meeting in 2012 at Appalachian Power Park. It was great to finally meet all of the people I had been working with for a year. A few were even a lot better looking than I thought they would be! Power Park is a unique place, and it was one of my favorite parts of Charleston."

*Michelle Bochman
Graphic Designer*

The Vendor shall have experience in Destination Marketing.

3.8

Our work experience is wide-ranging; however we have a great deal of experience in the tourism industry that extends far beyond traditional communications services.

We are proud to work with many destinations on various communications projects and campaigns. This commitment to the tourism industry and marketing is also illustrated by our team members volunteering to serve as guest speakers at tourism conferences across the region to discuss branding, social media, advertising, public relations, marketing trends and industry ethics and strategies. In addition, we are members of the West Virginia Hospitality Travel Association, the Virginia Hospitality Travel Association, U.S. Travel Association and Destination Marketing Association International and serve as agency of record for the Southeast Tourism Society.

Services Key



Advertising



Public Relations



Digital



Social Media



Paid Media



Creative Services



Brand Strategy



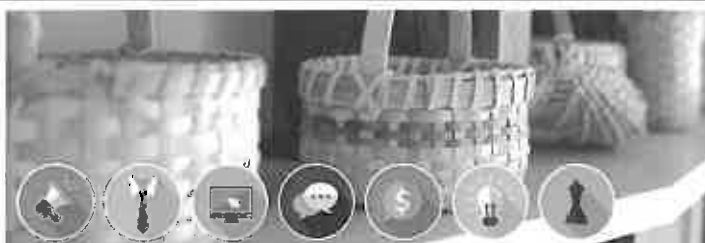
Event Management



CLAY CENTER
AVAMPATO DISCOVERY MUSEUM



The Lost Colony



nevada
WIDE OPEN



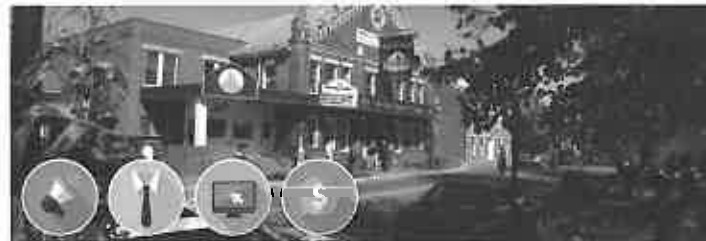
**SOUTHWEST
VIRGINIA**



Southwest
Virginia's
Spearhead
Trails



HISTORIC
Abingdon
VIRGINIA



VIRGINIA
CRAFT BREWERS
FEST



VIRGINIA
WAR MEMORIAL



VIRGINIA
IS FOR
LOVERS





3.9

The Vendor shall have sufficient financial stability to pledge and place commitments with advertising media without hesitation on behalf of the Agency. The Vendor should be commonly recognized throughout the industry as a Vendor with a solid financial foundation to meet its commitments on behalf of itself and its clients. At the Agencies request, the Vendor should pay Advertising Services invoices that may come through Agency at no additional cost to the Agency.

Vendor response: Susan Lavenski



"My husband and me at the 2014 Greenbrier Classic. The photo was taken at a cookout on the Sam Snead course with a beautiful view of the golf course and lush Greenbrier Valley."

Caryn Foster Durham
Managing Partner/Principal

Charles Ryan Associates (CRA) is the only agency that can manage this effort for the West Virginia Division of Tourism. We were born and raised in West Virginia and have been headquartered here for the past 40 years. We can also provide an outside perspective on West Virginia, having permanent offices in other markets and seeing the challenges those tourism clients face. We were integrated before integrated was a buzzword. We've been focused on brand communications strategy for more than 40 years. Nearly 20 years ago, we blazed a trail for success for the West Virginia brand. That trail has been neglected but is not lost. Together with CRA, West Virginia can clear the trail and fulfill its brand promise of being Wild and Wonderful. What follows is the strategic approach CRA will take to elevate the West Virginia brand.

An effective and cost efficient advertising proposal.

The Longwoods International 2014 West Virginia Image and Advertising Accountability Research clearly demonstrated that West Virginia is not considered by would-be travelers and is highly misunderstood by those who have visited as a result of their lack of knowledge regarding the offerings. We are recommending a content-centric strategy that will make West Virginia relevant to would-be travelers by tapping into their desire for a getaway or vacation experience that is specific to their interests. Additionally, we will target travelers where they spend their time, allowing West Virginia to cut through the 1,500 – 3,000 advertisements vying for their attention daily.

Further, all paid media will have specific calls to action that will allow us to measure the effectiveness of the placements in real time. While we will delve into the metrics a bit more in Section 4.3, the media placements will be evaluated on website visits, cost per acquisition, travel guide requests, partner referrals, social media influence and growth, as well as eNewsletter sign-ups. By instituting a measurement system beyond the traditional post-buy methods we will better understand how the intended audiences are receiving our messages.

4.1

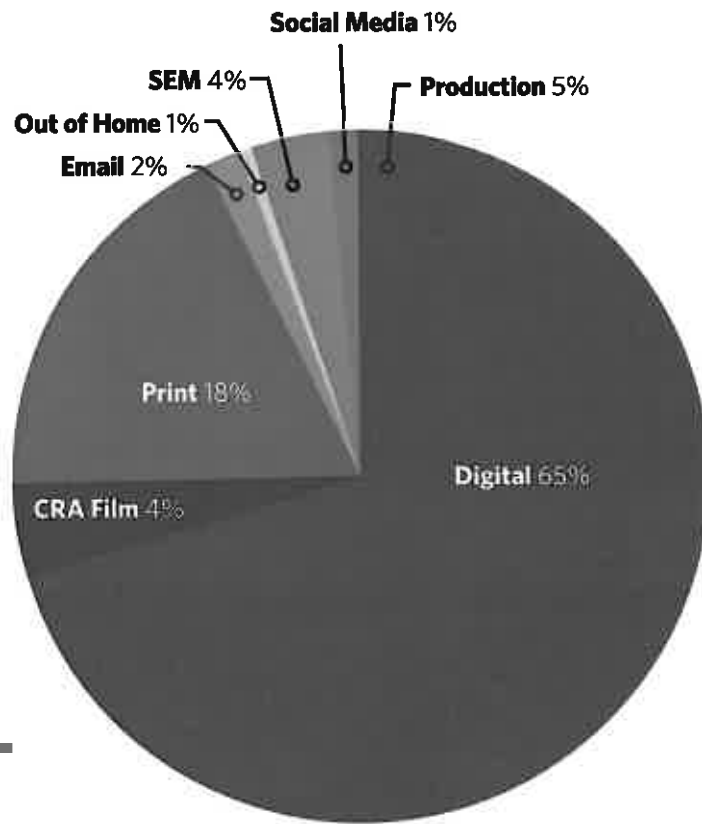


"I love watching my brothers and nephew race at Ona Speedway. It's just as exciting as bigger races, but it's a lot more intimate. You're so close to the action."

*Denise May
Account Administrator*

PROPOSED MEDIA BUDGET

Production	\$55,000
Digital	\$649,500
CRA Film	\$45,000
Print	\$180,000
Email	\$15,000
Out of Home	\$7,500
SEM	\$38,000
Social Media	\$10,000
Total	\$1,000,000



"Seneca Rocks of Pendleton County, with its jagged formations and magnificent views, has always been a favorite West Virginia place. I've shared the experience and excitement with many friends and family over the years, documented by some photographs but mostly good memories."

*Rick Mogielski
Vice President/Executive
Producer, CRA Film*



As you can see, we are recommending a diversified media mix. The 2014 Portrait of American Traveler study provides a look at the habits related to leisure travel planning. Focusing specifically on where travelers get their inspiration and ideas for travel, friends and family account for 45% of vacation ideas, while internet searches (35%) and magazine articles (31%) offer significant inspiration as well.

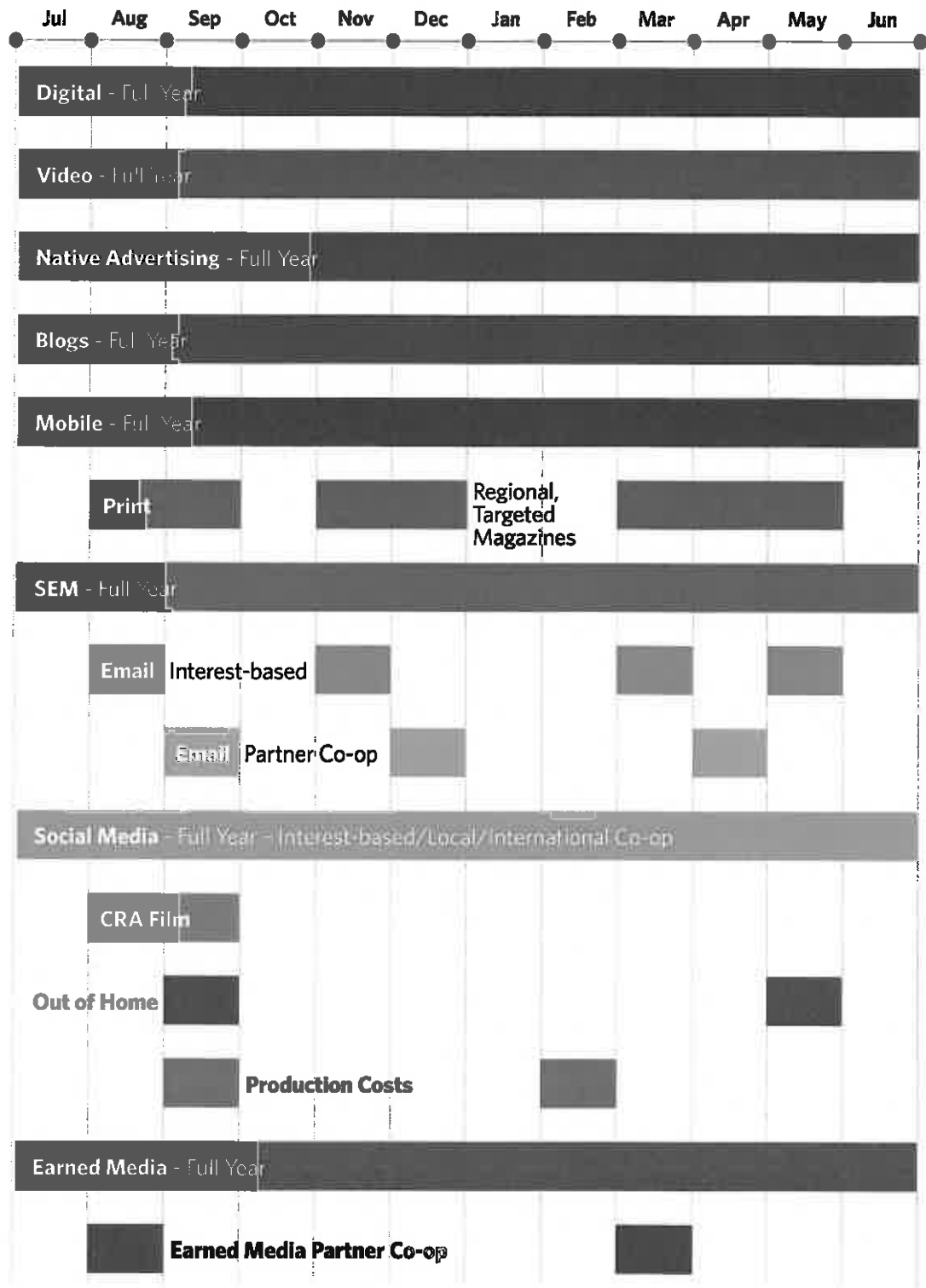
Building on that knowledge, we further examined the motivating factors outlined by Longwoods International, as well as PhoCusWright Report, on travel ad spend to devise a paid media strategy that expands the reach of our messaging and decreases cost per acquisition.

Key components for the paid media strategy are:

SEARCH ENGINE MARKETING (SEM)

Search engine marketing increases visibility online and delivers higher rankings in the first few results for keywords and phrases. This will take advantage of those looking for ideas and inspiration, as well as those looking for specific destinations/attractions.

PROPOSED MEDIA PLAN





"I love rainbows after a storm; the perfect balance of yin and yang/good and bad/etc. I'm sure there's a perfectly logical explanation, but West Virginia has great rainbows and I've captured them all across the state. Here's a great one from our office conference room at the Appalachian Power Park in Charleston."

Kyra Harris
Senior Account Executive

NATIVE ADVERTISING

Native advertising is interwoven into content, matching the look and feel of the publisher while providing value or entertainment to the user. Promoting interest-based articles based on information gathered from our travelers and integrating with our industry partners in the revamped cooperative media program will position West Virginia as a must-see destination.

DIRECT EMAILS

Direct emails are ranked equal to search engines when it comes to discovering new content. And, with an opt-in strategy for database development, we can expect a 30 to 1 return on investment for time and efforts spent on direct email marketing.

SOCIAL MEDIA

Social media will target travelers by interest and geography while promoting content that interests them. Further, with 76 percent of travelers posting vacation photos to a social network, the user-generated content will play an important role in positioning West Virginia as an exciting destination.

BLOGS

Blog posts will be written based on submissions from industry partners and identified travel trends (Appalachian culture, soft adventure, indigenous cuisine) to further promote and position West Virginia with relevant content. Increased search engine recognition will also be a nice benefit for our blogging efforts.

VIDEO ADVERTISING

Video advertising offers a truly memorable way to stand out from the standard banner advertisements. CRA Film, our in-house production studio, is equipped with the latest

equipment and technology to deliver cost-efficient web videos depicting the experiences of visiting West Virginia.

MOBILE ADVERTISING

Mobile advertising represents connectivity to the changing lifestyles of travelers that must be acknowledged. A study conducted by Ipsos North America revealed that 71 percent of Americans rank "take my smartphone on vacation" as "very important." Developing advertisements and messages that are specific to mobile and tablet browsing and relevant to the habits of the travelers will position the offerings and activities of West Virginia as can't miss.

PRINT ADVERTISING

Print advertising will be used to generate awareness and provide aspirational ideas for travel. Building upon the content strategy, we will work with publications that deliver an audience interested in the getaway and vacation options offered by West Virginia.

TARGET MARKETS

West Virginia is a drive destination for day trips, weekend getaways and vacations. Knowing that five hours is the average most people are willing to drive for a weekend getaway or vacation helps narrow the geographic markets to target. The target markets for West Virginia have long been defined, and confirmed, as Washington D.C., Maryland, Kentucky, Ohio, Virginia, Pennsylvania and North Carolina. That is still too broad and generic for our liking.

We will match demographic, psychographic and lifestyle information of our potential travelers in these markets to eliminate waste and deliver our messages only to those who are interested. By targeting IP addresses, our digital messages will be delivered exactly where the target audience resides.

Imagine being able to target clusters of groups based on their purchase power by tapping into credit card purchases

"One of my single favorite places in West Virginia is Snowshoe Resort. My sister is a phenomenal snowboarder, so I spend a lot of time with her and other friends and family there. But it's more than slopes. Snowshoe has so much, you can't be bored."

*Alisha Maddox
Vice President*





and loyalty cards to identify shopping patterns, such as interest in camping equipment. We can do this by modeling our buys to target potential travelers by visitors that come to the site. The visiting IP is identified by device and geolocation. Data then matches to create a profile of the visitor and who they are, and that data is matched to the market to reveal where others like them reside. Then your ad is delivered to the new prospect. This happens all the time online. Have you ever noticed ads that seem to follow you online after you visit Home Depot looking at grills or Ford motor company looking at a new F150 and every site after that one shows you a truck ad?

CRA's combined content-centric strategy and precision targeting will ultimately position West Virginia in a way that will no longer leave doubt about what a weekend getaway or vacation in West Virginia offers.

"This past fall, I took a weekend trip to Fayetteville and went zip-lining for the first time with my boyfriend and his two brothers. I got stuck halfway through two of the lines and had to be "rescued," which was slightly embarrassing, but at the end of the day I was ready to go again. Even if I did get made fun of the entire car ride back to the cabin."

Hilari Barton
Account Coordinator

A creative, multidimensional marketing and advertising campaign

4.2

West Virginia has long struggled with false perceptions and negative stereotypes projected from the rest of the nation. These perceptions are evident in the Longwood International 2014 West Virginia Image and Advertising Accountability Research. West Virginia ranks behind most of its direct competitors when it comes to the perception of delivering an exciting, unique, adult and even family-friendly product. What is striking is how drastically these

Blazing a new trail for the West Virginia brand will take more than one marketing campaign. It will require a comprehensive brand strategy that targets audiences and perceptions on multiple fronts.

perceptions change for the better once people have actually visited the state. The primary objective of branding West Virginia is to tell the true story of the Mountain State and make it more compelling than the false narrative concocted by stereotypes. Those efforts should blaze a trail for the potential traveler to get to know the real West Virginia, and right now that trail lies neglected and overgrown.

Blazing a new trail for the West Virginia brand will take more than one marketing campaign. It will require a comprehensive brand strategy that targets audiences and perceptions on multiple fronts. The strategy must demonstrate the brand to the audience who is unfamiliar with West Virginia while empowering locals to be strong ambassadors of the brand. This strategy will require not only the efforts of traditional advertising, digital marketing, public relations, social media and more — but it will also require a shift in how we utilize and promote our tourism partners and assets in West Virginia.

"Canaan is a place where I can reconnect with family and get away from everything else. It's full of memories and is at the heart of everything I love about West Virginia."

Matt Fidler
Senior Vice President &
Creative Director





"Hawks Nest offers great scenery. It was one of the first places we took my family when they first visited West Virginia, so it has a special meaning to us."

Robb Major
Creative Director, CRA Film

To a traveler, a destination is more than the place they visit – it's the experience they have when they get there. Travelers want to find an authentic, one-of-a-kind experience they can have with friends and family (and share on social media). We know from Longwoods that people who experience West Virginia firsthand have a better perception of the state. A primary goal of our brand strategy would be to use traditional, digital and social media to deliver an authentic, West Virginia experience to the traveler before they've even visited. The first thing people do before they visit a destination is to visit in their mind. They try to imagine what they'd experience from a trip to West Virginia. By using research to meet our audience where they are, and creative that engages them with an authentic West Virginia experience, we set those expectations up front and capitalize on the true quality of our product.

A primary goal of our brand strategy would be to use traditional, digital and social media to deliver an authentic, West Virginia experience to the traveler before they've even visited.

Travelers also want to visit a place where the locals are proud to call home. Being headquartered in West Virginia for the past 40 years, we recognize the conflict in the West Virginia psyche. West Virginians have an unusual blend of pride and humility. Our love for our home state knows no bounds, and we aren't afraid to share it with those who also love West Virginia. But we're faced with a constant barrage of negativity from the outside. Whether it's from stale stereotypes or the media ranking West Virginia last on an arbitrary list — we often feel like the deck is stacked when we try to shine a light on everything good the state has to offer.

But when West Virginians are given the chance to show their pride, they do so in droves. We saw this firsthand when we helped the Greenbrier County Convention and



Visitors Bureau promote Lewisburg as Budget Travel's Coolest Small Town in America for 2011. West Virginians from all over the state, even those outside of the state, voted and encouraged others to vote to push Lewisburg to the top. Even when the toughest challenger, Astoria, Oregon, secured help from the cast of the TV show, "The Deadliest Catch," it wasn't enough to overcome West Virginia pride. In the end, Lewisburg won the title of America's Coolest Small Town by more than 11,000 votes.

West Virginians rally on a cold, rainy day to encourage others to vote for Lewisburg as Budget Travel's Coolest Small Town in America for 2011.

West Virginians want the world to know about the state they love. This is why it is crucial that our brand empowers West Virginians to celebrate their state. We want to give them a brand they can own and embrace. We want to lift up our partners as brand ambassadors and encourage locals to celebrate everything their communities have to offer.

***It is crucial that our brand
empowers West Virginians to
celebrate their state.***

We implemented this strategy with the Charleston Convention and Visitors Bureau. Initial research showed that Charlestonians loved their city, but when asked why they would recommend someone visit, the overwhelming



The Charleston CVB's "I'm Charlie West" campaign encouraged locals to own and celebrate their town's brand.

answer was, "I wouldn't". CRA created the "I'm Charlie West" campaign to galvanize local pride and establish the CVB as the primary resource for events and attractions in Charleston. The campaign encouraged locals to share "their" Charlie West with social media and resulted in an exponential increase in engagement with the CVB's social channels as well as increased traffic to the website. This now gives the CVB a better ability to shape Charleston's brand and rally Charlestonians around their efforts.

"I bleed blue and gold, and when fall rolls around, I go to Morgantown as often as possible."

Tommy Dutton
Senior Software Engineer



First and foremost, we have to be true to who we are.

Another strategic asset available to us is exceptional West Virginia hospitality that continues to amaze outsiders. While it is something locals may take for granted, it plays a major role in the authentic, unique, West Virginia experience. We know that the majority of travelers are coming to the state to visit friends and family, and so we should make them feel like friends and family when they're here.

So how do we take all of these aspirations and turn them into a functioning brand strategy? First and foremost, we have to be true to who we are. West Virginia will not compete with the nightlife and entertainment attractions of big city destinations. But our natural beauty and pristine landscapes offer outdoor adventures that are second to none. This is a brand promise we can lead with every time and allows us to focus our efforts on interests that align with that promise.

Your tourism partners are your product. They are the ones creating and managing the authentic experiences your travelers are seeking.

We will also develop a content strategy that will appeal to travelers by interest. While it's tempting to compile a list of everything there is to do in West Virginia, that's not how the traveler thinks about a destination. The traveler thinks in terms of experiences, not lists. And if they truly need to see a list of what there is to do in West Virginia, they'll turn to Google. Our strategy is to make sure West Virginia is top of mind with those who are interested in the experiences we can deliver. We want the traveler who is interested in skiing to see our advertising positioning West Virginia as a premier skiing destination. But we also want our skier to see video content about how Snowshoe Mountain's concert series is a perfect way to spend an evening after a day on the slopes. When rafters are investigating the New River Gorge, they should also learn about the local craft beers on tap at Pies & Pints. The couple that wants a romantic getaway should be swayed toward The Greenbrier because they remember reading a post highlighting the boutiques in downtown Lewisburg.



"In 2007, I was guiding a raft through Class 3 rapids on the New River. I jokingly told the guide I had been down the river so many times I was sure I could navigate. He said, let's find out and got me all set up in the guide seat. So freaking cool! It's one of my favorite memories, as I grew up camping, fishing, canoeing, swimming and rafting along the New River."

*Caryn Foster Durham
Managing Partner/Principal*

When rafters are investigating the New River Gorge, they should learn about the local brews on tap at Pies & Pints.





"Sweet Falls is the best Class V party scene in the state."

*Mattt Smink
Cinematographer*

This is the kind of content that provides a taste of the true West Virginia experience to travelers before they've even left home. This kind of content ensures that we remain top of mind as well as relevant to the interests of the traveler. This is the difference between a traditional marketing campaign and a comprehensive, interest-based, content-driven brand strategy that meets the traveler where they are — becoming a brand they can experience right now.

So where do you turn to develop interest-based content? You turn to your partners. Your tourism partners are your product. They are the ones creating and managing the authentic experiences your travelers are seeking. Their stories are woven together into the story of West Virginia.

We need to reach out to our partners to get their stories, photos and videos. Those can then be cultivated, curated and disseminated by interest — both organically as well as in targeted communications. This gives our partners the chance to live outside the page of co-op print and instead invite the traveler in — to experience what West Virginia is truly about. We want these experiences to be the best we have to offer, so politics will have to be left at the door as we feature our best partners while pushing others to improve their product where needed. It will also require partners to cooperate with each other in an effort to develop products, content and experiences that are relevant to the traveler.

***It is important to show progress
because strategies like this one
require long-term thinking and
long-term commitment.***

Once we have this content, we have the ability to infuse social media with a variety of experiences that potential travelers can engage in from their living rooms. When a traveler is at home, browsing Facebook, and comes across a post about experiencing West Virginia's fall foliage with a wine tasting at Watts Roost Vineyard — suddenly



they've made a discovery — they've had a West Virginia experience in their mind. They aren't thinking that they saw that promoted post because they live in our target market and have shown an interest in wine. But suddenly we're on their radar, and a trip to West Virginia is something they want to investigate. And while this is an example of paid social media marketing, this kind of content also allows locals to organically share the gems in their community with the rest of the world — tapping into the natural resource of West Virginia pride.

When a traveler is at home and comes across a post about experiencing West Virginia's fall foliage with a wine tasting at Watts Roost Vineyard, they've had a West Virginia experience in their mind.

By generating interest-based content, housing it on our website and sharing it with paid, digital and social media, we are able to prove the success of our efforts by tracking results in real time. It is important to show progress because strategies like this one require long-term thinking and long-term commitment. The Canadian city of Vancouver called this "Cathedral Thinking" when they geared up in 1996 to pitch the 2010 Winter Olympic Games. The builders who lay the foundation of the cathedral will most likely never see its completion. But cathedrals that inspire awe today took vision and dedication. The advantage cathedral builders had is they could see the structure rising from the foundation — the progress was something they could witness each day. By



The cathedrals that inspire awe today took the vision and dedication of those who knew they most likely would never see their completion.

using methods we can measure and track, we will see the West Virginia brand rise from its foundation as it reaches skyward, and we can show others the fruits of their time, labor and investment.

Success will be directly linked to our focus and determination.

Success will be directly linked to our focus and determination. Our competitors are outspending us and have us outmanned. Virginia Tourism Corporation's Partnership Marketing program has more manpower focused solely on tourism product development than the entire West Virginia Division of Tourism. We can't match those numbers, but that doesn't mean we can't match their effort. We just have to remain focused on our strategy of authentic experiences and resist the urge to be all things to all people or jump on the latest bandwagon.

Metric(s)/methodology for reporting and evaluation of all aspects of an advertising proposal.

4.3

While we will use traditional methods for planning (Scarborough, Arbitron and Nielsen) and post buy stewardship we are proposing a more comprehensive measurement system for the comprehensive brand strategy we are proposing.

Pulling from the research available at gotowv.com/reports, information gathered at the 2014 Travel and Tourism Research Association's Marketing Outlook Forum and experience gained through more than 20 years in the tourism industry, we developed a dashboard of metrics that will be used to measure the effectiveness of the brand strategy we have outlined.

WEST VIRGINIA TOURISM BRAND METRICS

WEBSITE VISITS

While we dive much deeper than just visits to the page, the website will be a central point of reference for all marketing activities and thus monitored very closely. We will look at where visitors to the site originate, their activity once on the site, how they navigate through the site, how long they stay and at what point they exit.

Specific attention will be given to referral sources. A significant portion of the paid media buy has been allocated for digital efforts, and referral sources will be used to measure against performance reports from our media partners. Most importantly, this will be done in real time to enable us to tweak creative or revise placements on an as needed.

Interest-based landing pages will be an important piece for both paid media and cooperative media plans. It should be noted that the existing site(s) are not optimized for search engines. This will require immediate attention on several aspects including, but not limited to, keyword optimization, meta-descriptions for the pages and an update to the technology with which the site was built.

"Ritter Park in Huntington (my hometown) and is where my family always celebrates milestones, from reunions to birthdays."

*Michelle Callanta
Media Director*





"I'm a big Marshall University football fan, and I make as many games as I can each fall!"

Denise May
Account Administrator

PARTNER REFERRALS

Partner participation and engagement is key to growing the West Virginia brand. The cooperative media program will require a higher level of involvement from both the industry and the West Virginia Division of Tourism (WVDT) as part of the brand strategy.

We will monitor and report on partner referrals from the website, online travel guide, emails and earned media efforts. Not only will this provide WVDT a way to demonstrate return on investment to the partners, this information provides insight as to what is resonating with the different target audiences.

SOCIAL MEDIA INFLUENCE & GROWTH

The social media strategy we are proposing includes original content, partner provided content and user generated content.

CRA has developed an index for social media influence that combines the collective efforts on each active social media channel to determine both the individual channel and aggregate score for influence.

The methodology includes total fan base, engagement, shares, comments, boosted/promoted posts, video views, and more to provide a measurable ranking of social influence.

TRAVEL GUIDE REQUESTS

The travel guide represents a large percentage of budget, website real estate and advertising call to action.

In addition to tracking requests through the website, we will work with WVDT staff to include direct requests and welcome center distributions.

Ideally, the 2015/2016 Travel Guide will include a digital version that will offer a more interactive experience for travelers, additional opportunities for industry partners, additional tracking measures, as well as cost savings on printing and distribution.

E-NEWSLETTER SIGNUPS

The e-newsletter offers an additional opportunity to understand the interests, motivators and rate of conversion for those requesting information on West Virginia. While sign-ups will be the overall metric, we will also look at delivery, open rates, click-throughs and partner referrals for each e-newsletter.

The current sign-up form will be updated to include interests, remove the requirement for receiving information from industry partners and provide a benefit statement as to why one might sign up to receive additional information.

CRA will compile and analyze this information and offer it to WVDT in a dashboard or summary-style format. We will also explain what it means relative to the goals we have agreed upon and offer recommendations for revisions or improvements, if need be.

Likewise, we will provide a weekly work in progress (WIP) report detailing the status of all projects as well as a two-week preview for what is ahead. This will help keep all projects on schedule, help manage expectations and budgets.

Armed with industry-specific software such as InDesign, Photoshop, Advantage and Strata to resource hardware such as external drives and dedicated servers, the CRA team is fully equipped to plan, manage and execute all communications tactics and activities outlined in this RFP.

"Charleston boasts some very unique and time-honored events. For me, Symphony Sunday stands out."

*Susan Lavenski
Managing Partner/Principal*



4.4 *Effective and affordable cooperative advertising opportunities.*

The current cooperative advertising model is broken. The program provides little benefit to West Virginia Division of Tourism (WVDT) and even less to the partners, while relying on an antiquated system for measurement/tracking. It is our suggestion that we walk away from the existing model and never look back.

The findings in the Longwoods International 2014 West Virginia Image and Advertising Accountability Research fully support the need for a change. No one denies that West Virginia is “known for beautiful mountains”. However, the remainder of West Virginia’s strengths versus the competition are conflicting. West Virginia is known to be a “great place to explore nature”, great for canoeing/kayaking”, “good place for camping”, “Great for whitewater rafting” and “great for skiing/snowboarding”. But West Virginia is not perceived as “a fun place”, “an exciting place”, “a real adventure” or offering a “unique vacation experience”. Bottom line, West Virginia is not being considered by many as an attractive tourism destination.

“Anyone who lives in or travels to West Virginia should experience rafting on the New River. It’s fun, exciting and distinctive to the state.”

*Tommy Dutton
Senior Software Engineer*



To position West Virginia as a must-see destination, we must showcase what is wild, wonderful and almost Heaven about a getaway or vacation to West Virginia. Building on the strength of our industry partners’ offerings, the cooperative program must focus on specific interests and specific activities to motivate travelers to visit and to convince them to choose West Virginia.

There will no longer be a cooperative advertising program. Instead, a cooperative media program will be rolled out to the industry. This program will encompass paid media, social media and earned media efforts that support the overall marketing goals set forth by WVDT. As we outlined in Section 4.3, all activities will contribute to website visitation, partner referrals, social media influence and growth, travel guide requests and eNewsletter sign-ups.

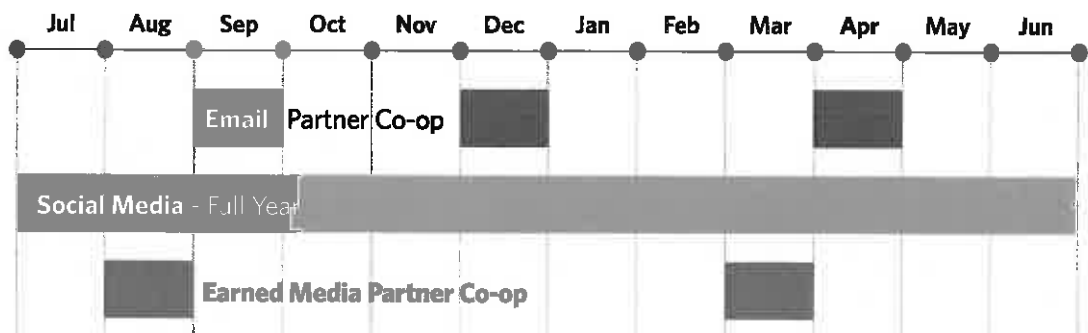
It is our recommendation there be no charge for partners to participate in the cooperative media plan. Rather than being a broker for fractional advertising space and

a weak message for both WVDT and industry partners, we recommend that WVDT set forth a comprehensive strategy that will allow industry partners to participate in the most meaningful way for them.

Here is how it will work:

- There will be four cooperative media submission periods – Spring, Summer, Fall and Winter.
- Each partner will have the option to provide one or all of the following for each period:
 - Four distinct photos for their destination/ attraction. These should be high quality images that are specific to the season and able to be used for earned media outreach or download.
 - Two articles and/or videos that are specific to the destination/attraction.
 - Five to seven social media posts suitable for Facebook and/or Instagram. These posts can/ should include web resolution images.
 - Five things not to miss.
 - Deals/specials.
 - A What's New request will be sent to the industry in November for the next year.

PROPOSED COOPERATIVE MEDIA PLAN





"Fayette County is one of West Virginia's many tourism hubs, boasting zip-lining, rafting, a great community and cool events like Bridge Day. Zip-lining is a fantastic way to truly enjoy the mountains."

Danny Forinash
Senior Account Executive

We will work with WVDT staff to develop a 12-month social media content calendar to include information submitted by the partners. This will coincide with paid media dollars to promote pages/posts as well as the use of partner submitted header images for the social media channels.

CRA will work with WVDT to schedule appointments and desk side visits with key journalists and bloggers throughout the year. According to Jessica Mischner, senior editor of Garden and Gun Magazine, journalists are working six to eight months in advance and it is imperative we do the same. Armed with photos, things not to miss, bucket lists and what's new items from the partners WVDT will be able to take advantage of earned media opportunities as they arise throughout the year.

While this is a stark departure from the fractional advertising model, this comprehensive, content-based cooperative media program will deliver a higher return on investment for WVDT and industry partners. But, more importantly, this approach will position West Virginia as a top consideration for travelers when planning their next weekend getaway or vacation.

4.5

A well designed and memorable logo design.

Your brand is one of your most valuable assets, and your logo is the most iconic representation of that brand. A logo should quickly and clearly identify your brand and reinforce its meaning. It's tempting to try and pack a logo with symbolism and messaging, but the most successful logos leave themselves available to the audience to assign meaning and strengthen the brand. The Nike swoosh has no visual connection to athletics, and the Apple logo doesn't have any inherent association with technology. Both of those companies have placed meaning into their logos through focused investments in their brands.

The West Virginia logo should be a symbol that WVDT can own but something that doesn't carry so much meaning that it doesn't leave room for the brand to grow. The logo also has to have built-in flexibility so that it can be featured in brand communications as well as down played in co-op efforts. As we've mentioned previously — our partners are our product and we must allow them to shine and not be overpowered, but rather empowered by the West Virginia brand.

CRA has decades of experience with some of the region's largest brands as well as experience creating identities for tourism and non-tourism brands alike. The following are a few examples of those efforts.



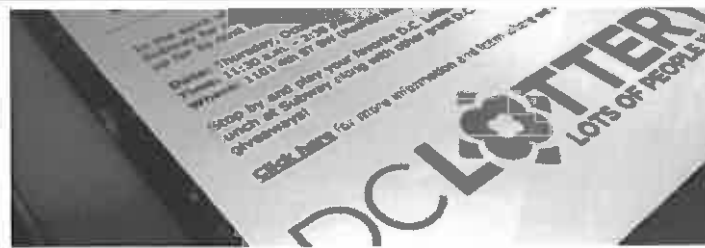
**SOUTHWEST
VIRGINIA**



**CHARLESTON
WEST VIRGINIA**



DC LOTTERY



 **WVULAW**



4.6

The Agency desires to have communication and a relationship with a designated individual which should be accessible to the Agency within a 24 hour turn around.

Danny Forinash, our senior account executive, will be the designated point person for this account. He'll be accessible by phone, text message, email, Skype or however you'd like to contact him. He'll also work to develop a relationship with the West Virginia Division of Tourism (WVDT) staff and will be available for regular meetings, whether onsite or offsite. WVDT will need a team of communications experts in place which allows Danny to have backup support as well. Danny will answer messages and requests well within 24 hours and will be sure deadlines are met. We even clocked response times for various scenarios:



30seconds



5minutes



10minutes



8minutes



RUNNING



1hour, 21minutes



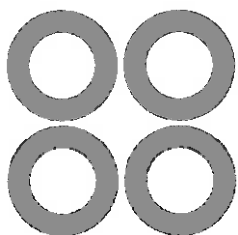
CARRIER PIGEON



7minutes



SNOW TREKKING



4hours



**KRISPY KREME
SATELLITE OFFICE**



2minutes

ATTACHMENT B

The Vendor will be permitted to make subcontract(s) with any other party for furnishing any of the Advertising Services (as hereinbefore defined) for the Agency. Should the Agency wish to use any form(s) of Advertising Services that may or may not be provided by the Vendor herein, at the Agency's request, the Vendor will subcontract these Advertising Services. The cost for providing assistance shall be in accordance with the cost estimates set forth in Attachment C hereto. The Agency has final approval of all subcontracts.

5.1

Susan Lavenski

As a result of this RFP, the contractual agreement with the selected Vendor will in no way obligate the Agency to purchase Advertising Services under this contract. From time to time, the Agency may pass-thru Advertising Services invoices, which shall be paid at no cost to the Agency.

5.2

Susan Lavenski

The Agency will determine the time schedule in which all advertising and promotions are to take place.

5.3

Susan Lavenski

The Vendor will provide a detailed media buy proposal at least 6 months prior to the season of placement.

5.4

Susan Lavenski

5.5

The Vendor will provide a detailed summary to the Agency outlining all advertising and marketing goals and strategies into the proposed media plans and buys which may include but not be limited to: television, radio, print, digital advertising, promotions, social media, and events.

Susan Lavenski

5.6

The Vendor will provide a post buy media evaluation and organized reporting methodology in order to provide the Agency the return on investment for each buy.

Susan Lavenski

5.7

The Vendor will develop and manage cooperative advertising opportunities in conjunction with the Agency to provide industry partners effective and affordable paid media opportunities.

Susan Lavenski

5.8

The Agency requires all advertising strategies be based on sound research. The Vendor will evaluate ongoing effectiveness of advertising placed on behalf of the Agency and work with the in-house research staff to analyze and utilize market research information.

Susan Lavenski

All layouts, sketches, artwork, and copies, including but not limited to advertising copy, film, typesetting, photocopies, story boards, and computer data storage devices used in the advertisements or other materials developed or placed by the Vendor for the Agency, will become the exclusive property of the Agency.

5.9

West Virginia Division of Tourism will own all materials developed or placed by CRA once final payment has been received for the agreed upon services.



Susan Lavenski

At the request of the Agency, the Vendor will travel to and from the Agency offices, and travel related expenses incurred are the responsibility of the Vendor and not reimbursable.

5.10



Susan Lavenski

All Agency assets, including but not limited to audio, video, photos and any other materials owned by the Agency may not be used without written permission from the Agency. At the termination of this contract, such materials will be returned to the Agency without demand.

5.11

If CRA is the successful vendor, any and all materials would be returned to the West Virginia Division of Tourism without demand once all invoices have been paid in full at the conclusion of the contract.



Susan Lavenski

5.12

Prior to the commencement of work on any project, the Vendor will provide the Agency with cost estimates to include personnel hours and costs, outsourced services, materials and any other related expenses. The cost for providing such assistance will be in accordance with the cost estimates set forth in Attachment C here to.

Susan Lavenski

5.13

Nothing in this contract will prevent Agency from utilizing in-house resources or within the Department of Commerce.

Susan Lavenski

5.14

When contacted by the Agency Commissioner, his or her designee or any other Agency head of their designee that may utilize this contract, the Vendor will be available via any means requested by the parties listed above.

Susan Lavenski

5.15

Upon the contract expiration, the Vendor will exercise its best efforts and cooperation to effect an orderly and efficient transition of all Agency assets, to include but is not limited to: equipment, materials, data, video, photos, etc., owned by the Agency to a successor being either the Agency or another Vendor.

Susan Lavenski

Vendor will provide timely disbursements for all Advertising Placements.

5.16

CRA will disburse all Advertising Placements in a timely manner with the understanding that all invoices to the West Virginia Division of Tourism will be paid within 60 days of receipt.



The Vendor must provide services contained in this contract to any division within the West Virginia Department of Commerce at the request of said division and at the prices established herein.

5.17



By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and, that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.



Company: Charles Ryan Associates

Representative Name, Title: Susan Lavenski, Managing Partner/Principal

Contact Phone/Fax Number: 304-342-0161/304-342-1941

Date: March 12, 2015

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with **West Virginia Code, §5A-3-37**. (Does not apply to construction contracts). **West Virginia Code, §5A-3-37**, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. **Application is made for 2.5% vendor preference for the reason checked:**
☐ Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
☐ Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
☐ Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. **Application is made for 2.5% vendor preference for the reason checked:**
☐ Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. **Application is made for 2.5% vendor preference for the reason checked:**
☐ Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. **Application is made for 5% vendor preference for the reason checked:**
☒ Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
☐ Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
☐ Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules.**
☐ Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Charles Ryan Associates

Signed: Susan Lavanski

Date: March 12, 2015

Title: Managing Partner/Principal

RFQ No. _____

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

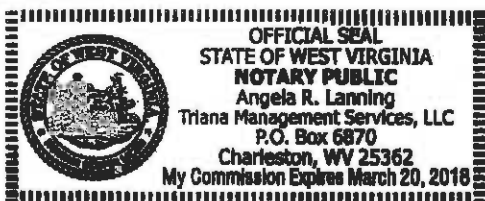
DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: Charles Ryan AssociatesAuthorized Signature: *Susan Lavanski* Date: March 9, 2015State of West VirginiaCounty of Kanawha to-wit:Taken, subscribed, and sworn to before me this 9th day of March, 2015My Commission expires March 20, 2018**AFFIX SEAL HERE****NOTARY PUBLIC**

Angela Lanning
Purchasing Affidavit (Revised 07/01/2012)

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.:

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input checked="" type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input checked="" type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Charles Ryan Associates

 Company

Susan Lavanaki

 Authorized Signature

March 12, 2015

 Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

CERTIFICATION AND SIGNATURE PAGE

By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Charles Ryan Associates

(Company)

Susan Lavanski Managing Partner/Principal

(Authorized Signature) (Representative Name, Title)

304-342-0161 / 304-342-1941 / March 12, 2015

(Phone Number) (Fax Number) (Date)