



August 6, 2021

# Snowmass

Advertising & Marketing RFP Response & Proposal





# TOC

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Advertising & Marketing RFP Response & Proposal / 01

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# Cover Letter

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## To the Snowmass Team:

We are thrilled to submit our proposal to become the full-service advertising agency of the Snowmass Tourism board. Everything included in this proposal is true and complete to our best knowledge, and we believe this is the beginning of a successful relationship between our two teams that will drive generations of travelers to choose Snowmass as their destination of choice for years to come.

COHN is a proud Colorado company. We've called this great state our home for 21 years and counting, and we know how special of a place Snowmass is. We also know that many, many "tourism shops" will be vying for your partnership in this process, and ordinarily, we probably would sit on the sidelines and let those niche, siloed agencies battle it out. But we believe there's a rich and captivating story to be told here—one that may honestly require a different approach than what the typical "ski mountain marketing" or tourism firm will bring to the table. Human needs and desires, including around travel, have drastically evolved in the past 18 months, and Snowmass is going to need more than a clever or sexy ad campaign to win over the hearts, minds and souls of travelers. As you will hear time and again in this deck, you need an agency that, above all else, can create distinction and authenticity for the Snowmass brand to shine, and I genuinely believe that COHN is the unexpected, unbiased agency you've been looking for in this RFP search.

As the founder and leader of COHN, I am personally responsible for the quality of our work, the sharpness of our ideas and the impact of the results that COHN creates—and I can promise that our teams will live and breathe your mission as if it were our own. Along with our real passion for achieving your goals, I also want to highlight a few other important differentiators that I hope you will recognize about our team at COHN.



- **Relationships First:** Nothing matters to us as much as the relationship we form together as a team. This is always first and foremost at COHN, in part because impactful results can only be achieved through a shared vision, by a unified team. We strongly encourage you to choose a partner that you believe can go the distance with you because great ideas can often fail without rock-solid relationships.
- **Commitment Always:** It's not just a word. You can count on us to do the right thing every time, and when we begin our work together, we'll be here for the long haul. That means if something doesn't go quite right, for whatever reason, you know that we'll make it right.
- **Creativity and Innovation Throughout:** Striving for a fluid blend of strategy, service and creativity in everything we do is at the heart of how we view our role. Our strategic team will continue to seek new ideas and develop innovative solutions for you in a fast-changing world. And our creative team always seeks to wow our clients.

Thank you again for the opportunity and consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'JAC', with a long horizontal flourish extending to the right.

**Jeffrey A. Cohn**  
President & CEO



Company Description / 02

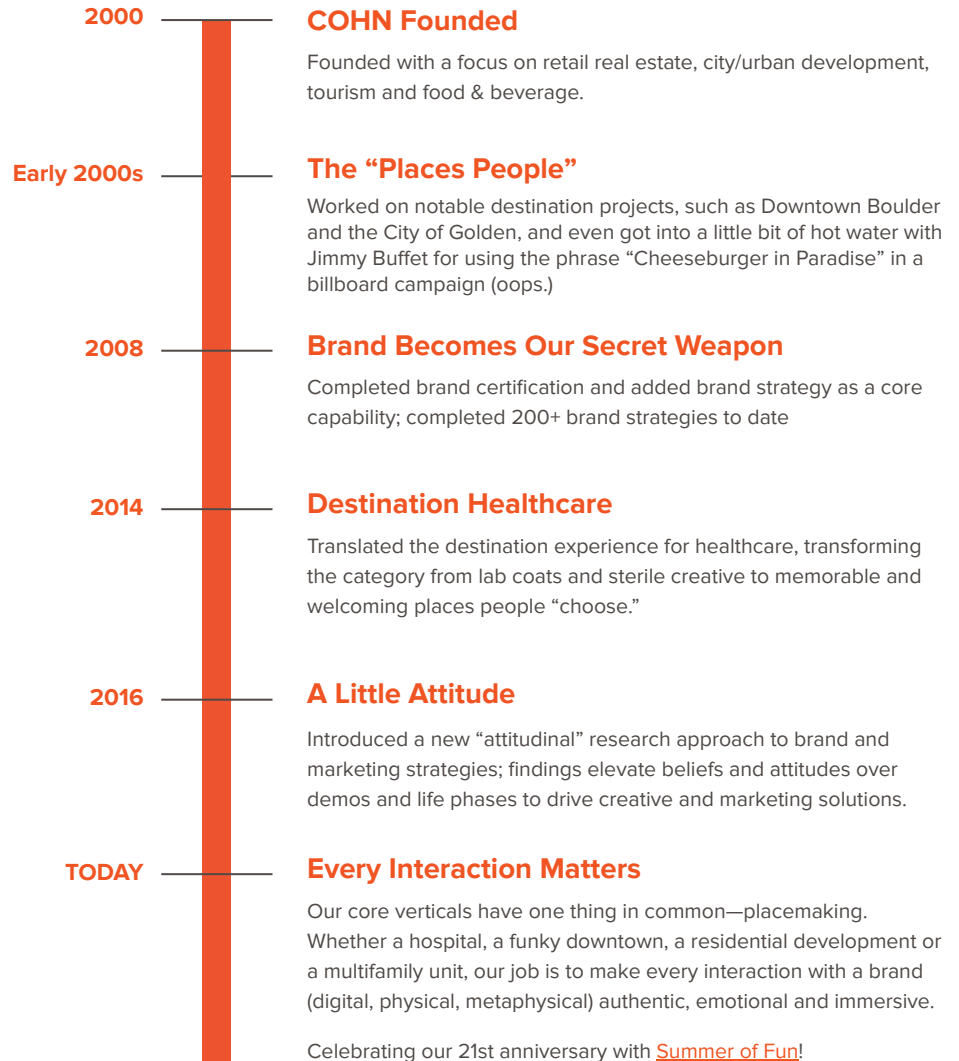
# An Agency Built on Brand

# COHN History

## Destination Marketing is in our DNA

Born into a retail family, Jeff Cohn has always had a deep desire to drive people to places and destinations. From his start at Neiman Marcus Executive Development to his 15 years of marketing destination-retail attractions for The Rouse Company, which was then the world's leading developer of downtown and destination retail attractions (including Faneuil Hall Marketplace in Boston, Riverwalk in New Orleans and South Street Seaport in New York), Jeff has lived in the destination marketing world his entire career.

Through his experiences, Jeff learned two key insights that have informed everything we do at COHN: Critical stakeholders must be incorporated into the planning, and building a clear and strategic brand foundation is the only path to generating magnetism. By blending a strong and certified brand capability with a focus on destinations and places people go, COHN has developed a unique perspective that has helped many of our clients reach their marketing objectives and long-term brand success.

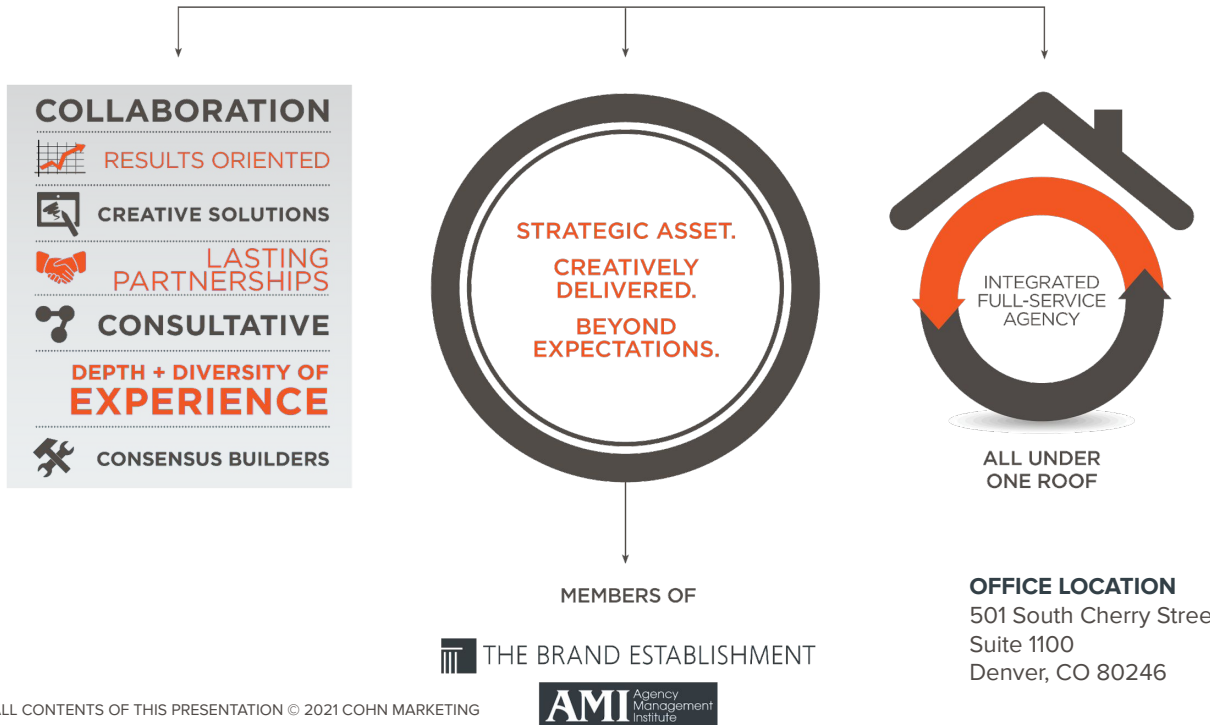






# Agency

Founded  
**2000**



## Leadership



Jeff Cohn, President & CEO



Lisa Wieting, CMO



Ali Lego, COO



# Diversity, Equity & Inclusion

## Our Commitment:

At COHN, we cultivate open-mindedness in every interaction—with our people, our clients and our partners. Diversity fuels creativity, so we intentionally elevate varied voices to connect with all audiences. When we remain committed to fostering diverse and inclusive perspectives in everything we do, there's no limit to what we can achieve together.

## Blog post from our CEO, Jeff Cohn, on DEI efforts:

**READ: “[A Company Evolves](#)”**

## Progress

Contracted [McCord Consulting Group](#) to help facilitate and guide COHN's DEI training and action plan development.

Developed internal processes and creative brief templates to make sure anything we create has been scrutinized for bias and blind spots.

Expanded our vendor pool and are currently discovering new partners and freelancers to help bring a more racially diverse perspective to our work.

Ushering in more diverse and inclusive voices into the advertising industry as a whole by building a mentoring program with local youth partners (in progress).



## Current Client List - COHN

3rd Bird Collective  
Aces Risk Management  
AliveCor  
Alliance for Paired Kidney Donation  
Anchorage Square  
Black Creek Group  
Canna Advisors  
Cirrus  
Condit Exhibits  
Credit Union of Colorado  
DLC Management  
Doerken Properties  
Gatos Silver  
HeartCloud

IOTAS  
IvySky  
Jacobs Entertainment  
Kaiser Permanente  
Kidneys in Common  
KUSA-TV/9NEWS  
Lafayette Urban Renewal Authority  
MediLogix  
Mikron Corporation  
Modiv  
Naviswiss  
Oventus Medical  
Panorama Orthopedic & Spine Center  
Ranch Capital / Downtown Superior

Rappaport  
Regency Centers  
Reno's Neon Line  
Rural Physicians Group  
SAP Gear  
ShipOffers  
SolaBev  
System Insight Engineering  
The Aurora Highlands  
Touchstone Benchmarking  
Valley View Hospital  
Vanguard Skin Specialists  
Village at Leesburg  
Visit Black Hawk





W  
WATAUGA GROUP

## Current Client List - Watauga Group (Media Partner)





## References

### Steve Erickson (Past Client)

Director of Communications and Marketing  
DRCOG | Way to Go  
serickson@drcog.org



*“COHN isn’t just our marketing partner; they’ve seamlessly integrated into our team, adopting our core values, beliefs, and mission.”*

### Lynette Hailey

District Manager  
Black Hawk | Silver Dollar Metropolitan District  
lhailey@centurylink.net



*“Our goal is to increase the number of visitors to Black Hawk, and COHN’s vision helped us achieve that.”*

### Brigid Keating

Executive Director  
Lafayette Urban Renewal Authority  
brigid.keating@lafayetteco.gov



*“COHN provides excellent project management that makes my job easy. I have been most impressed with how they listened to community feedback. They figured out who we are at our core!”*

### Blair Nelson

Director of Marketing and Brand  
9NEWS  
blair.nelson@9news.com



*“We had been hitting our head up against a wall trying to really discover what our [KTVD] brand is. We brought team COHN in to help us. They brought us a much needed branding overhaul.”*



# Every Interaction Matters™

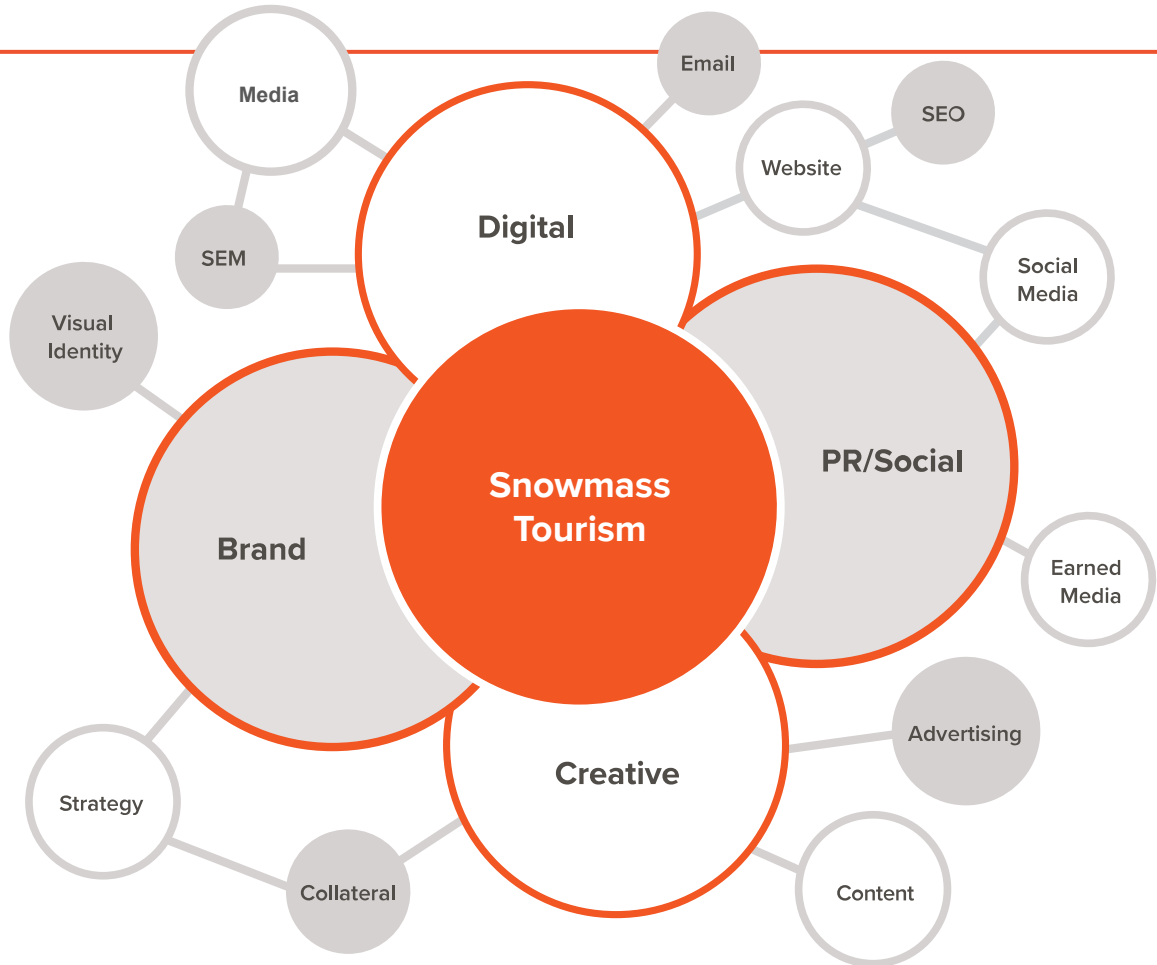




## Philosophy

### Every Interaction Matters

We believe that marketing, media and PR form a thriving, interconnected ecosystem. Each strategy is intertwined, and each tactic feeds off of another. When every interaction is connected under a single entity, the results just come together more organically and yield stronger outcomes.





Every interaction matters™

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# Brand Strategy

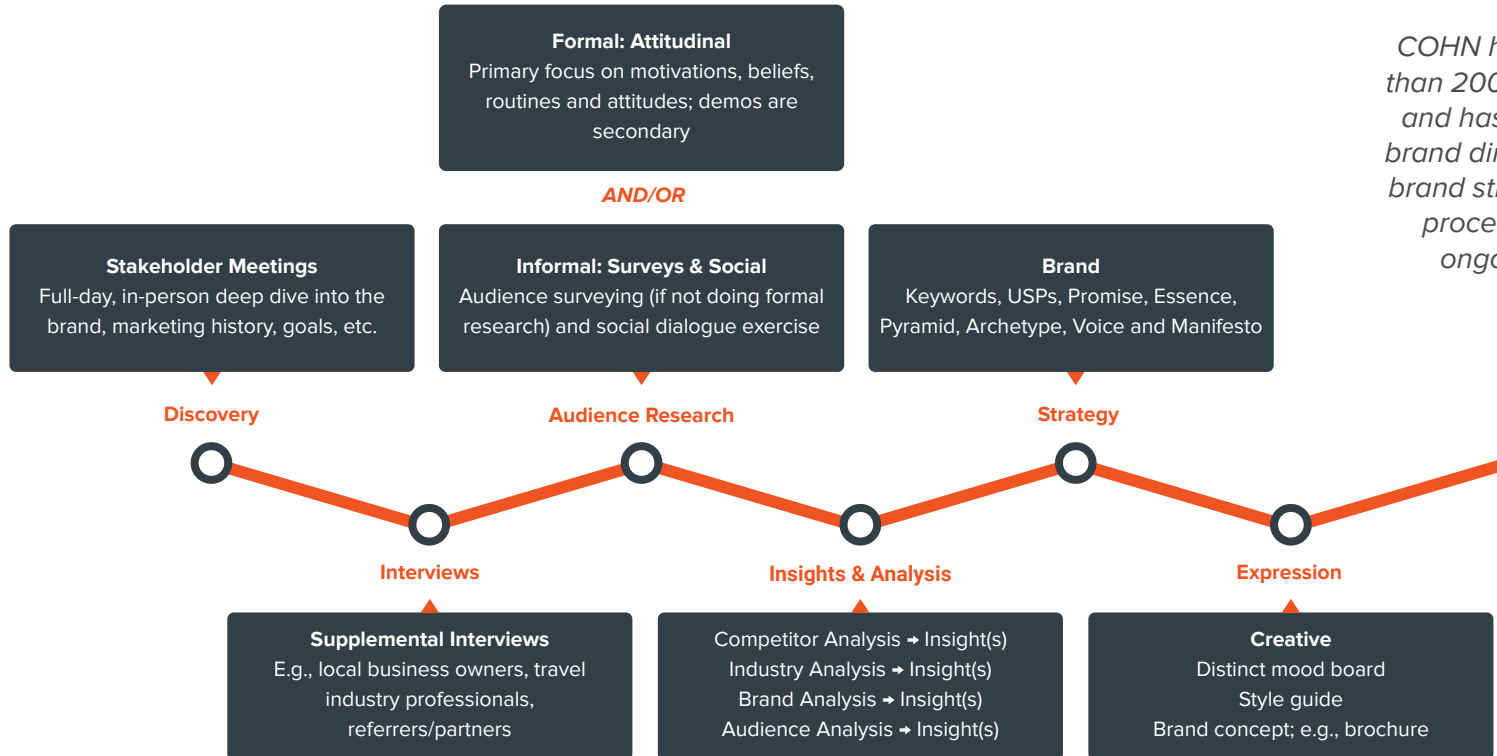
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# Brand Strategy

A successful brand is more than a cool logo or sharp tagline—it's a complex series of distinctions that are built upon every day, inside and outside your organization. COHN's certified brand experts help you find those distinctions and bring them to life. The process begins by collaborating closely with your team, stakeholders and customers to uncover your unique selling propositions. These are what make you SPECIAL. From there, we articulate the brand vision through clear, strong brand positioning. This is what makes you DIFFERENT. This is our approach to brand strategy at COHN.

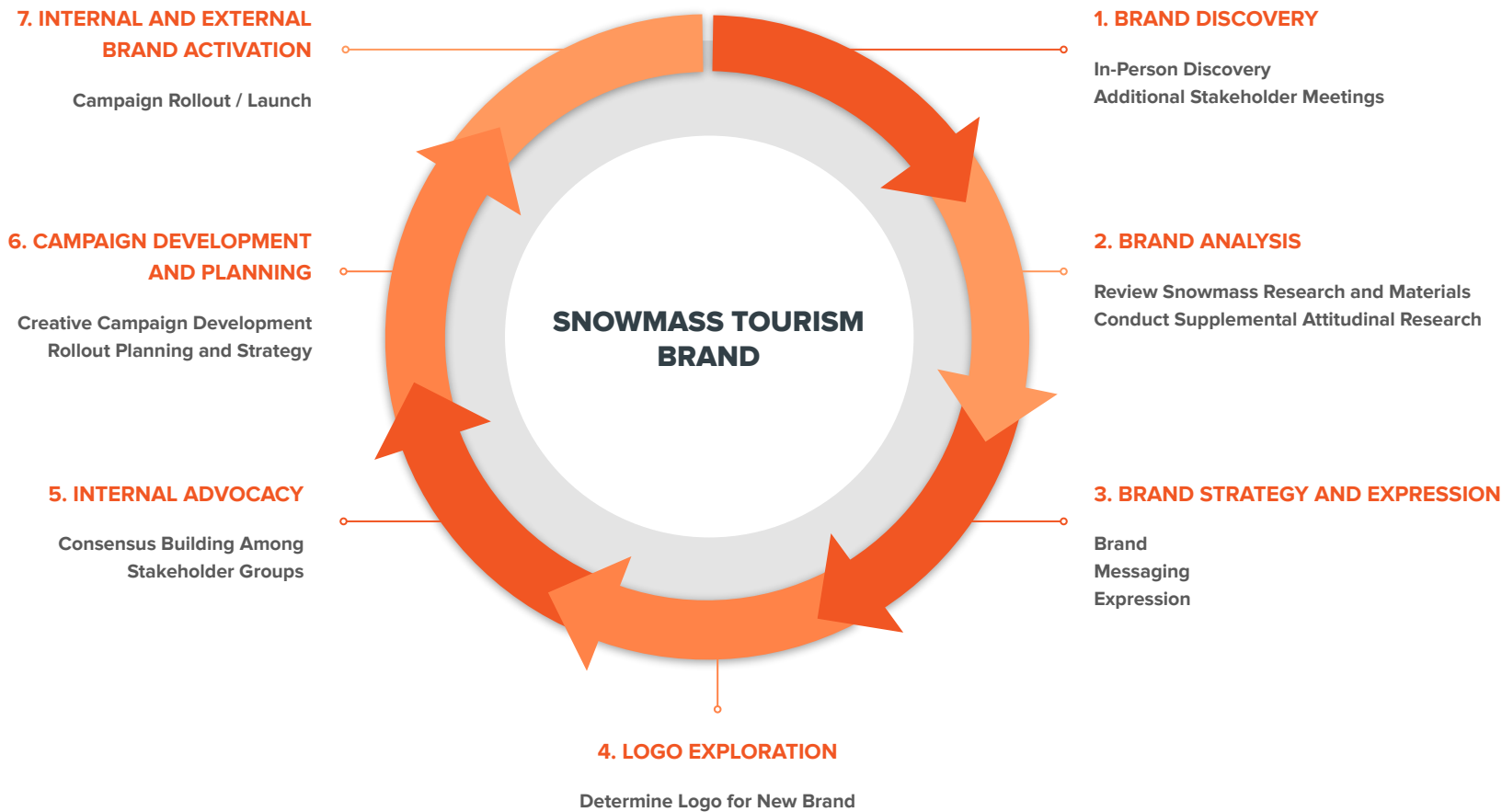


# Brand Strategy



*COHN has developed more than 200 brands since 2008 and has a dedicated senior brand director who owns the brand strategy development process. He serves as the ongoing steward of your brand across every touchpoint.*

BRAND APPROACH SNAPSHOT



# 1. Brand Discovery

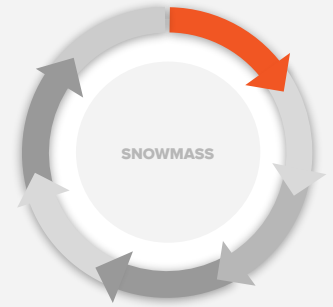
Even before our first meeting together, the COHN team will be up to our waist in homework. We, as a team, will put the Snowmass brand through a rigorous, objective study so that we can come to the table with momentum and knowledge before our first meeting.

During this full-day stakeholder meeting with you, we'll become members of the Snowmass squad. We will leave this meeting seeing the world from your point of view, reaching consensus on questions like:

- Why are we here?
- What makes Snowmass truly distinct from similar destinations?
- What is the heart of our story?
- How do Snowmass and Aspen work together? How do they work alone?
- What do we know about your travelers? How can we find out more? What drives them, motivates them, matters to them? What do we want them to think about Snowmass?

And many, many more questions.

The two most fundamental concepts in an enduring brand strategy are distinction and authenticity, and this immersive discovery meeting kicks off our pursuit of tapping into those two elements. When we do, we will be able to finally plant our flag in the ground and deliver a brand promise: What is the one thing our brand can claim that nobody else can?

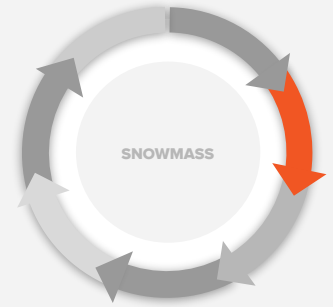


## 1. BRAND DISCOVERY

## 2. Brand Analysis

From brand discovery, we'll digest and analyze. We will theorize and test various ideas against research, strengthening our brand insights. This includes the following:

- Review Snowmass research/materials
- Conduct **attitudinal research** to understand the needs of your audiences:
  - Define attitudinal factors driving differences between audience segments
  - Define motivators by each segment
  - Define how attitudinal segments are associated with things like competitors, content preferences and messaging appeal
  - Define how attitudinal segments are influenced; e.g., friends, media, competitors, online reviews, social media, etc.
  - Define customer personas
- Supplement research with audience surveys and social dialogue strategies, if budget parameters restrict formal research (attitudinal research):
  - **Survey:** 10- to 15-question survey sent to existing email list and posted on social media channels with an incentive
  - **Social Dialogue:** Work with influencers in the travel, ski, outdoor, luxury, etc. categories to moderate conversations with their followers around relevant topics, such as current perceptions, new travel expectations, how travel has changed for them, desired or craved experiences, what attracts them to a destination, attitudes around travel, and destination priorities (beach, mountain, city, etc.).



### 2. BRAND ANALYSIS



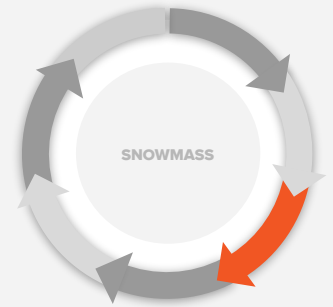
# 3. Brand Strategy and Expression

Together with your team, we'll distill everything we've heard, researched and learned to date. The goal of brand strategy will be to refine the brand's overall purpose, positioning and attributes into a single story.

We are developing a brand full of multiple experiences, so we'll come back to you with a strong, clear, meaningful brand story built on what makes Snowmass distinct and authentic:

- 4-6 Brand Pillars (Unique Selling Propositions)
- Brand Positioning Statement
- Brand Attributes, Brand Benefits, Brand Values
- Brand Promise, Brand Essence
- Brand Story
- Brand Expression + Mood Boards

All of this will be delivered in a custom Brand Book, complete with robust Brand Guidelines

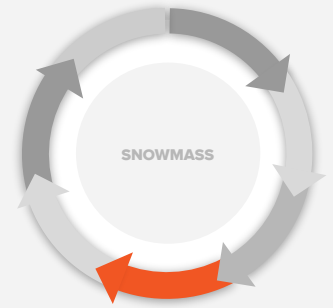


## 4. Logo Exploration

By this point in the process, we'll be living and breathing the Snowmass brand. We will know what is and isn't working about your logo, what industry competitors are using, and where we see the future of Snowmass evolving in the next decade and beyond.

From here, we will brainstorm, sketch, design and present concepts to your team. Based on feedback, we will iterate until we reach consensus. The process has proven very effective in our 21 years of operation, in part because we always adhere to three fundamental logo design principles:

- 1 Relevancy:** Does the logo match the brand and industry?
- 2 Simplicity:** Does the logo work in every use and context?
- 3 Excellence:** Does the logo stand out in a crowd?



### 4. LOGO EXPLORATION

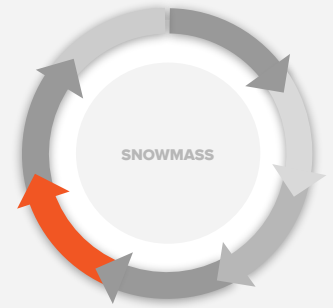
# 5. Internal Advocacy

Once we are aligned on brand strategy—*woo hoo!*—we'll begin strategic planning for internal and external rollout. Recall that first **we must enroll, support and listen** to key stakeholders.

This is a critical step that must not be overlooked in any branding effort, particularly with destinations with multiple stakeholder groups.

Brands are built from the inside out, and it's paramount that each stakeholder understands, appreciates and embraces the new brand identity we worked so hard to create for Snowmass. Internal advocacy includes the following:

- Coordination and communication
- Stakeholder outreach
- Internal advocacy approach and brand reveal

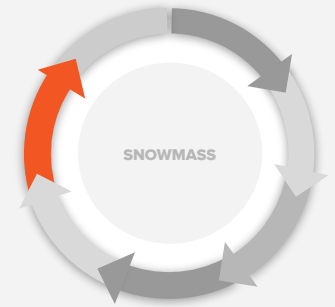


## 5. INTERNAL ADVOCACY

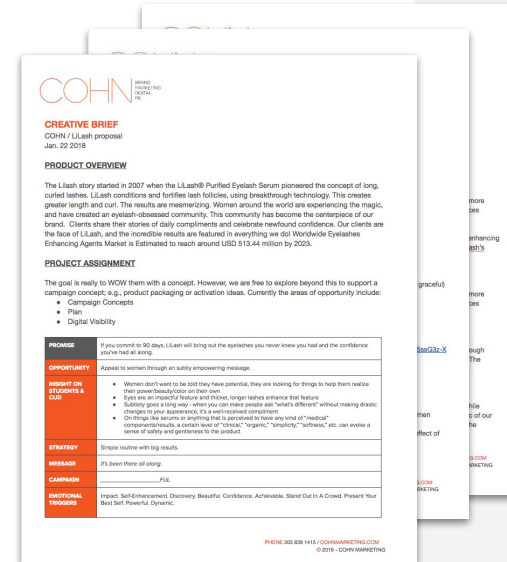
# 6. Campaign Development and Planning

Once the brand strategy is firmly in place, our team will develop a creative campaign that we can use across all marketing channels. This campaign development process is iterative, carefully turning a powerful brand strategy into a compelling creative campaign that captivates:

- Analysis of brand strategy and messaging
- Development of creative brief for campaign
  - Audience, industry and brand insights
  - Competitive analysis
  - Goals
  - Aesthetic guidance (tone, voice, personality, etc.)
- Elicit high level written concepting (in-house and external)
- Select and develop top concepts, with selection based on:
  - Adherence to brand strategy
  - Campaign KPIs
  - Stand out creativity
  - Short- and long-term potential to evolve
- Client presentation and feedback
- Refine and enhance
- Roll out to traditional and digital platforms
- Iterate and evolve



## 6. CAMPAIGN DEVELOPMENT AND PLANNING



# 7. Internal and External Brand Activation

## *It's showtime.*

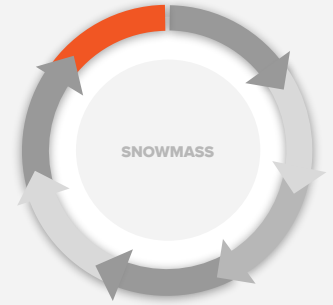
We did our homework. We developed a long-term brand strategy. We've landed on a brand and logo that everyone loves. We built consensus among key groups. And we have a creative campaign that can go to market across digital, social and traditional media channels.

Now, we will deliver:

- Required media assets
- Brand messaging matrix to test/refine messages based on customer personas
- Any additional brand marketing support you might need to make a splash

## **And it doesn't end there.**

With each new campaign, each new execution and each new interaction, the Snowmass brand will grow stronger in the hearts and minds of your audiences.



## **7. INTERNAL AND EXTERNAL BRAND ACTIVATION**

# IOTAS

## Insight:

Reclaiming your “why” to recapture your market.

IOTAS, a leader in the smart apartment industry, needed a partner to evaluate its current brand positioning to reinvigorate the team and avoid falling behind rising competition. COHN conducted an in-depth analysis of the market, field research and an internal discovery. From these findings, COHN determined IOTAS was and still is the innovator in this space—and it was time to start acting like it again.





# COHN Solution

The brand strategy process enabled IOTAS to regain its swagger and lean into its position as an innovator. From there, COHN designed and developed an entirely new website for IOTAS to flex its capabilities and outshine its competitors. The home page features scroll-activated interactions that help guide the user through the story of IOTAS and its focus on smart home automation for apartments. The interior pages are full of helpful and engaging content and are an expansion of the home page offerings. Most importantly, the website screams innovator, as the brand strategy laid out.



VISIT: [IOTAS HOME](#)

# 9NEWS

## Insight:

Know your audience to know thyself.

9NEWS has been the market leader for local news for decades, but shifting demographics and new consumer behavior made leadership want to reevaluate its brand strategy. Was the 9NEWS brand still resonant with its audiences, even after nearly 70 years?



9NEWS has historically relied on Nielsen data to pull audience insights and guide products, stories and live broadcasts. As “personalization” became more and more important to consumers, the station leadership team realized that it needed to look beyond quantitative data, such as demographics and day-parts, and approach its viewing audience differently if it was going to maintain relevancy and the station’s No. 1 local news status.

# COHN Solution

COHN presented a new type of research that organized persona groups by shared beliefs versus age, income, ethnicity and location. Our attitudinal research efforts led to four distinct audience personas and their defining “perspectives.” With 100% buy-in from the 9NEWS leadership team, COHN and 9NEWS mapped out “vision strategies” for these personas, which have fueled all new brand messaging, a revamped morning show, an Olympics rallying cry and a repositioned “NEXT with Kyle Clark.”



**WATCH: “Perspectives”**

*COHN supported 9NEWS in brand vision, campaign concept, tone and script development; video production was managed in-house by the 9NEWS production team.*





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# Campaign Development

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## Campaign Development

For some agencies, creative drives the strategy. We have a feeling you've worked with a few of these agencies in the past. At COHN, brand and insights will always drive the creative because we're aiming to create long-term momentum, not a flash-in-the-pan print ad that, sure, impresses the creative community but doesn't move the needle for you. We take every client through an intensive analysis and insights exercise (which we have previewed in the "approach" section) and leverage those findings to design creative that is smart AND beautiful.

# Campaign Process

## Implement

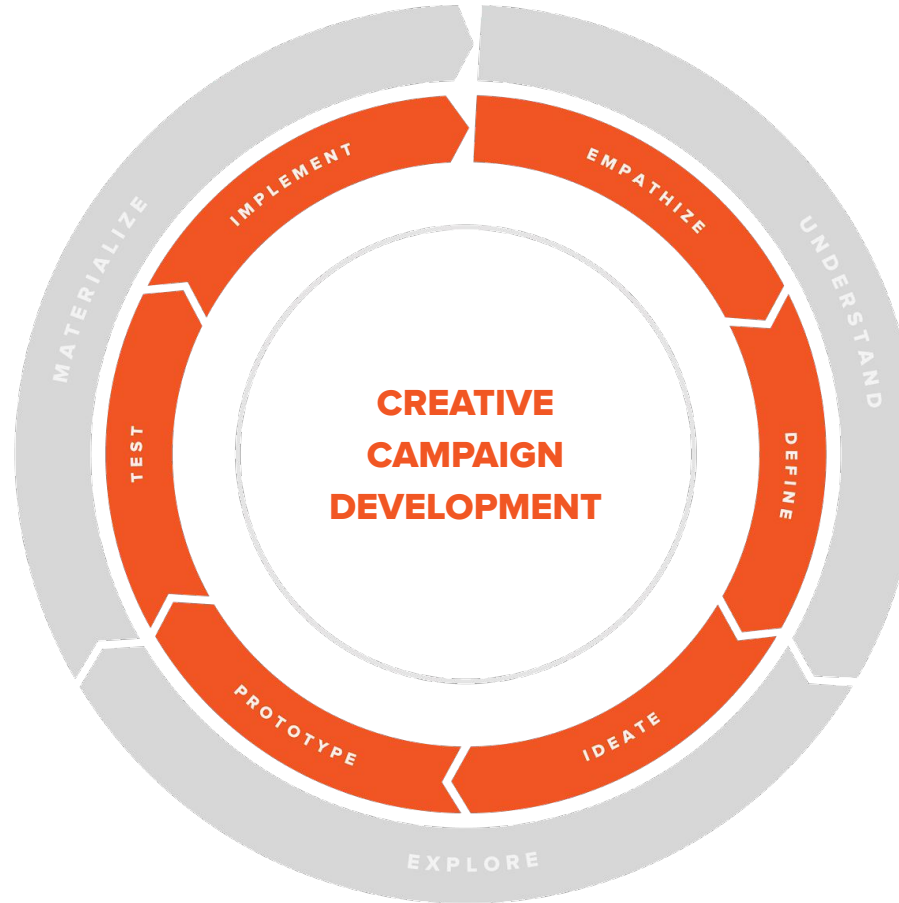
Put the vision into effect.

## Test

Return to the user(s) for feedback.

## Prototype

Build real, tactile representations for a range of your ideas.



## Empathize

Conduct research to develop an understanding of the user(s).

## Define

Combine all research, and observe where problems exist for the user.

## Ideate

Generate a range of crazy, creative ideas.



# One Daytona

## Insight & Strategy:

A place can be something different to everyone.

ONE DAYTONA seamlessly blends the energizing spirit of Daytona Beach and destination placemaking to form a new and original gathering place. Inviting spaces, localized retail and a powerful collection of dining options and cinemas create the ideal gathering spot for locals, visitors and race fans—each of whom will take away his or her own unique and invigorating experience. COHN's launch campaign was intentionally expansive to speak to various audiences.



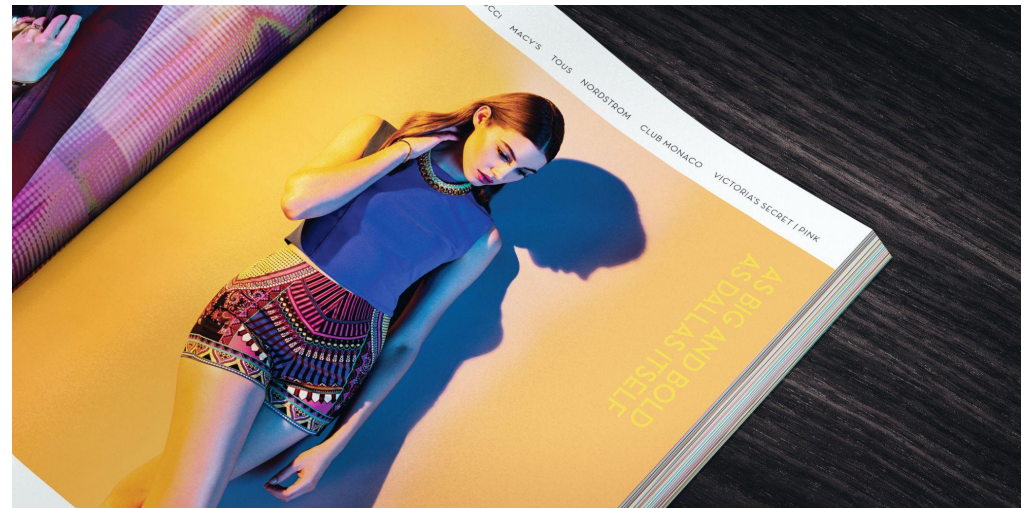
# Galleria Dallas

## Insight & Strategy:

Tip a hat to the hometown.

COHN set Galleria Dallas apart from its fellow shopping entities by staking claim to its heart and soul: Dallas. As Galleria Dallas is a city of retail experiences located at the virtual hub of the city itself, COHN developed an external brand positioning tagline to tout the relationship and built a full-scale brand campaign around it, appropriately titled “We Are Dallas.”

[Watch Our “Behind the Scenes” Video Here](#)



# Phillips Edison (PECO)

## Insight & Strategy:

Everyday destinations are still destinations.

We had a hunch that across a portfolio of 340+ properties, there were passionate PECO shoppers willing to share their stories. As part of our research, we partnered with influencer management platform Heartbeat to ask more than 300 shoppers across the country to share their “micro-moments” at PECO centers. Little did we know that those shared experiences would literally become the next brand campaign.



mbrauns

2,032 Likes

**This is my favorite spot to refuel for the day.**  
#GroceryRocks #PECOExperiences

 PHILLIPS EDISON & COMPANY

Can a coffee shop be the hottest place in town because it's next to a grocery store? And vice versa? Absolutely. That's why we're all about matching up the perfect retail partners in our properties and creating experiences that bring consumers in and entice them to stay, shop, spend, and connect. We love featuring our real-life customers. Follow them on Instagram at #PECOExperiences.

See you at NY Deal Making, Booth 2641

phillipsedison.com | Grocery Focused. Retailer Centered. | 800.975.6585 | 



# Downtown Superior

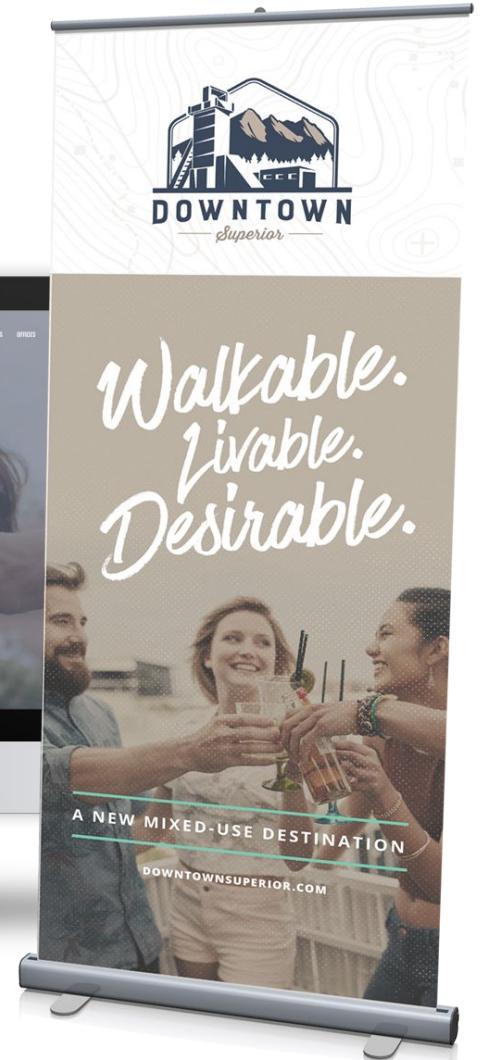
## Insight & Strategy:

Turn land into a bustling downtown.

Ranch Capital Real Estate owned a large parcel of land in Superior, Colorado, a growing community that lacked a central hub for retail, dining and entertainment options. COHN was brought in to create a name, brand strategy, creative expression, website and ongoing campaign to begin marketing the future mixed-use community to homebuilders, site selectors and residents. Today, Downtown Superior is a legitimate destination and a magnet for residents and local commerce.



**VISIT: [Downtown Superior](https://downtownsuperior.com)**

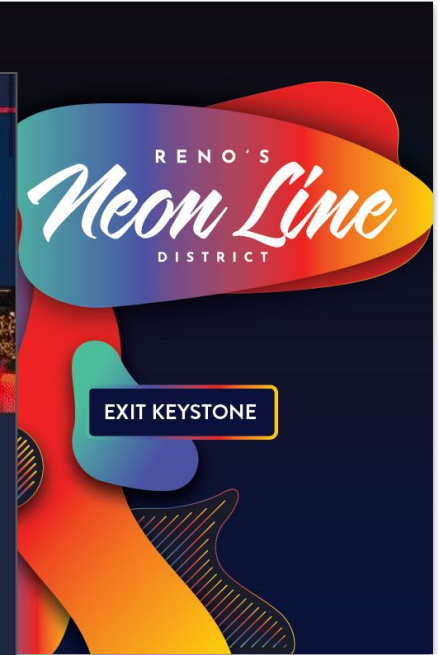


# Reno's Neon Line

## Insight & Strategy:

You can always reinvent yourself.

Reno's Neon Line District is a revitalized vision for West 4th that builds on its historic past while lighting up its bright future. COHN took the project developers through an accelerated brand process, considering the guests we wanted to attract as well as the authentic vibe of the place itself. Tapping into keywords such as new, thrill, exciting, buzz, dawn, dust and bustling, we set the foundation for the feeling this place evokes using bold, fluid and a hint of nostalgic Reno aesthetics.



*Welcome Sign, Including New Logo Treatment*

# Credit Union of Colorado

## Insight & Strategy:

It's not about products—it's about better financial outcomes for each person.

Instead of focusing on demo, we wanted to consider outcomes or situations our audiences may face in their own lives and pair them with the right Credit Union of Colorado product/solution that would be the most effective, useful, impactful and life-changing at that time. The campaign “Lifetopia” created a blissful state of mind where dreams become reality, where customers have confidence to achieve their ambitions and whims.





# MediLogix

## Insight & Strategy:

It's always the last place you look.

Knowing the “sea of sameness” in healthcare, we wanted a visually compelling campaign to really stand out. Ella is a software-as-a-service (SaaS) solution that helps customers locate rented medical equipment that gets “lost” on site. The unexpected and inventive launch campaign shows missing medical equipment in far-out places (a desolate desert, a verdant rainforest, an outer space scene, etc.) with the headline “It’s Out There. Ella Knows Where.”



### KEEP TRACK OF FACILITY-OWNED MEDICAL EQUIPMENT.

With Ella, post-acute facilities will know exactly where owned equipment is at all times. Available for iOS and Android devices, this simple and highly effective asset-management Software as a Service (SaaS) offering helps facilities avoid unnecessary rentals, maximize asset utilization, and make better purchasing decisions. Best of all, Ella is easy to implement, simple to use, and provides immediate results.

Meet Ella this October at the AHCA/NCAL  
70th Annual Convention & Expo (Booth #2219).



[medilogixllc.com/ella](http://medilogixllc.com/ella)



# Media Planning

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# Media Planning: Watauga Group

We don't believe in magic formulas. We begin with analytics and research to bring a new dimension to our clients, combining insights with buying power and sophisticated tools. We believe our role is to create magic through science and deliver programs that are customized, measurable, optimizable and scalable. We are a full-service media agency, with media strategy, planning and buying all in-house.

Most importantly, we believe that a “people-first” approach fosters innovation. Watauga began as friends with a common goal. We wanted to find a flexible and family-friendly agency environment in Orlando, Florida. It worked, because we have grown to three offices in three cities, but have never forgotten our roots. Our senior team does media work, and we are a family who works closely together.



## Full Service

### Planning Team

Our teams channel-planning approach helps us develop media solutions to solve business problems. From direct mail targeting based on trade area to custom content programs for national magazines—and everything in between—our planners leave no stone unturned and focus on localized solutions.

### Broadcast Team

Utilizing the world's largest media buying tool, Media Ocean, our broadcast team members average more than 24 years experience each. This extensive experience ensures our relationships are deep with media partners and those negotiating on our client's behalf is conducted with a level of maturity and professionalism that is unparalleled.

### Digital Team

With our in-house buying team, we utilize a variety of tools to ensure targeting and optimizations are turnkey and drive results. With access to The Trade Desk and several other demand-side platforms (DSPs), our team brings transparency and reduced costs to our clients.



## Always Advancing

In addition to the hundreds of thousands we spend on media research, top media companies in the U.S. recognize that Watauga Group is blazing trails in terms of using data to plan and elevate offline channels:

- One of only 10 beta agencies for iHeart's DSP built for radio (the only agency based in the South)
- Beta agency for Comscore's planning tool—allowing access to a robust sample to dive into TV habits at the market level based on set-top data
- One of 10 independently owned beta agencies for Ampersand (the company owned by the three largest cable providers in the U.S.)
- Use of sophisticated match back to subscriber lists, retargeting print audiences
- Capturing OOH traffic exposure to complete the data feedback loop





## Digital Media Planning & Buying

Our digital media team is in-house, with access to all the top buying platforms. What makes our team unique:

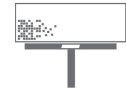
- A full-service digital media team that is integrated into our media strategy & planning team.
- Analysts are trained to manage campaigns cross-platform (search, social, programmatic).
- All analysts hold certifications in each platform they manage—your campaigns are in well-trained hands!
- Platform and channel agnostic. Because analysts are trained cross platform, they aren't forced to make dollars work within a platform.
- No minimums for testing in any platform or tactic.



Display/Video



Social



Digital OOH



OTT



Streaming  
Audio



Search

*Using the best platforms available:*





# Panama City Beach

## Insight:

Motivation and moods drive action.





# Client Challenge

Panama City Beach wanted to shift perception as a spring break destination and bring more families to the beach year-round. We used motivations and behavior to deliver the right message at the right time for the right audience.

# Panama City Beach

## Media Goal:

Research shows that users who visit the destination website or become social media followers not only book but also stay longer and spend more while visiting. Our goal was to deliver dynamic digital assets to drive new website sessions, longer time on site, increase social followers and social engagement.

## Solution:

Identify through segmentation the different types of visitors and what their motivations are (romantic getaway, family vacation, food and entertainment) and then, through dynamic creative, serve a variety of messages to a wide spectrum of audiences customized to the user in real-time.

## Results:

Monthly click-through rates (CTRs) ranged from 1.09% to 4.76% with an average of 2.67%, which was more than 10x higher than static banners running the same campaign. Time on site from dynamic banners was 50% higher than any other digital tactic.

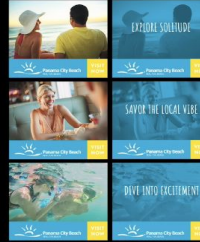


## SEGMENTED DYNAMIC CREATIVE



### YOUNG COUPLES

#### ADVENTURE



#### LOCAL CULTURE



#### THRILLS



### FAMILIES

#### FAMILY FUN



#### ROMANTIC GATEWAY



#### LONG WEEKEND



### EMPTY NESTERS

#### FOODIE ADVENTURE



#### ACTIVE LIFESTYLE



#### RELAXATION



## UNIVERSAL



# Media Success Stories



*Visit*  
**WILLIAMSBURG**  
VIRGINIA

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THE ISLANDS of  
**TAHITI**

## The Islands of Tahiti

- Even as a prime destination, Tahiti was not immune to the impact of COVID-19, as tourism came to a complete halt. Tahiti Tourisme wished to encourage potential travelers to look toward the future and consider Tahiti for their next getaway.
- We implemented a custom lead-generation campaign via Facebook to drive email subscriptions. Once completed, subscribers were encouraged to visit the Tahiti Tourisme website and learn about the beautiful experiences Tahiti had to offer.
- The campaign delivered the lowest cost per subscription ever, growing the Tahiti Tourisme CRM database by 250% in just a few short weeks.





## Visit Williamsburg

- Activation of a campaign dubbed the Family Funologist.
- Brought to life through media, with a focus on reaching consumers in environments in which emotional connections can be made in key markets (then developed a five-year market growth plan).
- The digital approach was reengineered to create custom segments based on four criteria: geography, demos, behavior and context.
- The traditional media mix was adjusted through program selection, weighting markets and cable networks, and custom added-value extensions, which were customized to support the Funologist creative positioning.
- Drove a 60% increase in site traffic with a flat budget; advertising KPI was more than 10 times higher than the initial goal.





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# Account Service

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## Account Service

The account service team will be the champion, voice and extension of Snowmass. It is our job to fully understand the company's business—objectives, operations, partnerships, budgets, timelines, resources, etc.

We are here to put the Snowmass filter on every idea, recommendation and approach. We maintain a well-oiled and organized system and work closely with the strategy team to create a perfect blend of dreamers and doers. We understand how each and every piece of the puzzle is working together and may just become your new best friend. We are in this together.

# What You Get With COHN

## PEOPLE STICK AROUND

COHN has always been about people and places, so it's natural that we take that to heart when creating a place for our people—both our team and our clients. More than half our team has been at COHN 8+ years, we have four current “Boomerangs,” and we are still working with our original client 21 years later, with many more who have been with us for several years or have come back to us.

## DEDICATED TEAM

Because our team is seasoned, loyal and committed to the work they do at COHN, our clients benefit by having consistency and a group of champions who live and breathe their brand. We pride ourselves on the relationships we have built and sustained as much as on the work we produce.



## YIN AND YANG

We structured the agency in a way that allows for an unfiltered, full-spectrum view of an account. We will have both a strategy team and an account team assigned to your account that will work in tandem: your account team will serve as the steward of your brand, and the strategy team will champion your audiences/end users. Together, we will make sure everyone feels heard, understood and represented.

## PLACEMAKING

Creating desire around a destination isn't limited to travel. It's about identifying what makes a place distinct and authentic and then translating those elements in a way that allows a person to “see themselves there.” That's what we do. Whether it's a mountain town, a hospital, a funky downtown community, a multifamily residence or a retail center.

## How we see it...

If we are referred to as a “vendor,” we aren't doing our job. We hold ourselves accountable to the success of your brand and business and will adapt to your working style and needs. We have established a customized approach to our account and creative process that visualizes and tracks progress while allowing for fluidity and creative problem-solving.



Relevant Experience / 04

# From Brand to Campaign



COHN is based in Denver, Colorado, but our mile-high view spans the nation. We are driven to develop successful brands, but our diverse perspectives incorporate the ever-changing world of marketing. We are built on helping businesses and organizations achieve their goals, but our values live in the spirit of collaboration, integrity and going beyond expectations. While our accounts span both B2C and B2B, nearly 80% of them are centered on the idea of placemaking. Following is a sampling of clients and integrated campaigns that uncovered that brand distinction for the client and built desire for the customer to be a part of it.



**VIEW COHN DEMO REEL**



## Partners

### LESLIE OSBORNE

WATAUGA GROUP (MEDIA)



Leslie is a longtime friend and consultant to COHN, and we immediately knew she and her team were the perfect fit for Snowmass. With offices in key target locations such as Atlanta and Florida, and current destination clients, such as Palm Beach and the Emerald Coast of Florida, Watauga Group has the depth, background and perspective to elevate Snowmass' presence at a national level.

#### Sample Destination Experience:



### SUSAN BAIER

AUDIENCE AUDIT (RESEARCH)



As a trusted partner for over five years, Susan specializes in custom, quantitative attitudinal audience segmentation research identifying the issues target audiences are struggling with, the attitudes driving their search for solutions and how they determine their final choice of provider. Her audience research helped define our brand and creative strategy for 9NEWS and she has applied her attitudinal approach to destination clients from coast to coast.

#### Sample Destination Experience:





# Case Studies

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Integrated Accounts



# DRCOG: Way to Go

Campaign Development  
& Execution Example

[VIEW CAMPAIGN PRESENTATION](#)





# Old Town Lafayette

## Insight:

Peer success is my success.



## Client Challenge

Old Town Lafayette is a small, tight-knit community of artists, entrepreneurs, advocates and passionately loyal residents all mixing together in one downtown district. After years of declining sales and the lasting impact of a global pandemic, it was time to take a more organized approach to unifying the businesses and getting them the marketing support they needed. The challenge, however, was marketing a destination that doesn't want to feel like it's being marketed. This campaign needed to ring true to the organic, artisan vibe of the community and steer clear of any signs of perfection. It couldn't feel too planned or purposeful, and most importantly, the people of Lafayette needed to stay at the heart of the project.



# Old Town Lafayette

## RESEARCH AND STAKEHOLDER OUTREACH

To get to the core of the community, we conducted interviews and surveys with over 60 local businesses spanning retail, experiential, professional services and hospitality to ensure everyone in the district who wanted to be heard had an opportunity to voice its ideas, opinions and concerns.

### Research Findings:

- Business owners felt disconnected from one another
- The physical location included “dead zones” that impeded visitors from further exploration.
- “Artist/Artisan/Art” felt too “contrived” as an descriptor for the community.
- Inclusion and focus on the Hispanic community was critical
- Owners wanted visitors to have impromptu, unexpected and unplanned experiences throughout the downtown.



# Old Town Lafayette

## COHN SOLUTION

We always start with an overarching insight to guide our strategy. In this case, it was simple: interconnectivity.

### This fueled our strategic approach to focus on:

- Leaning into the impromptu, spontaneous, welcoming and unexpected spirit
- Fueling collaborations between businesses, residents, local artists and the greater community
- Pursuing happiness as a lifestyle
- Facilitating wayfinding and exploration
- Prioritizing the people of Lafayette

**Note:** The Old Town Lafayette strategies, creative samples and activations to be shown on the following pages launch September to November 2021; we request you refrain from sharing outside of the purposes of your RFP process.



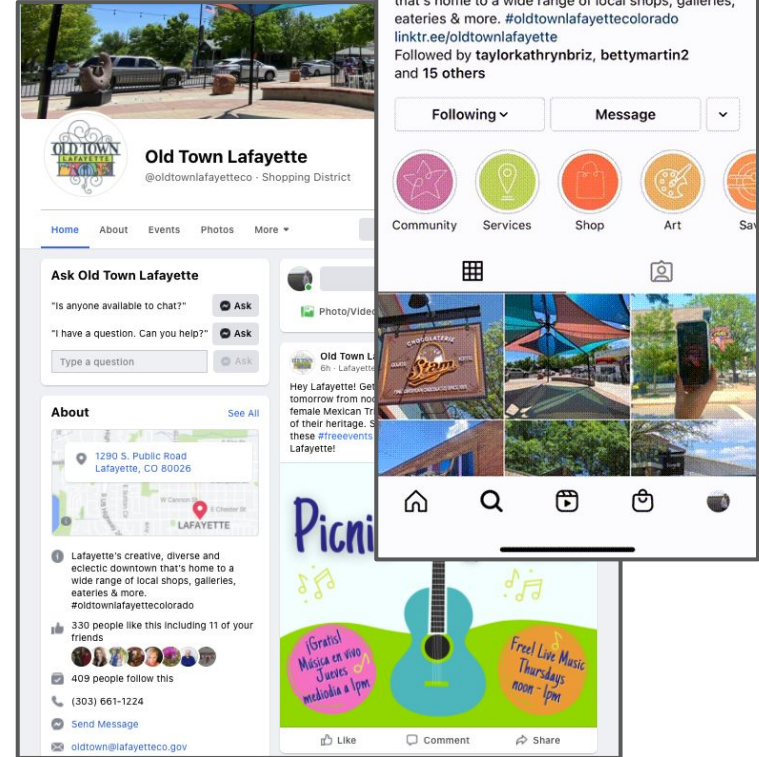


# Old Town Lafayette

## DIGITAL INTERCONNECTIVITY

Despite its stronghold as a unique downtown community, Old Town Lafayette never had an online presence that was dedicated to the businesses, events or experiences possible there. To help boost awareness and begin telling the story of its uncommon streets, COHN launched two social channels from scratch in June 2021 and grew followers (REAL, authentic followers) from 0 to 1,000+ in a few short weeks. These accounts included a variety of franchised content initiatives, such as “shoppable shows” that allowed business owners to share their passion and inspiration behind their businesses, paired experiences between different merchants, and a bird’s-eye view of the district to help visualize how all the businesses are interconnected.

Additionally, we recommended building out an ADA compliant website that could serve as central hub of information for all Old Town Lafayette happenings, such as a business directory, an events calendar, a trails map, a walking tour and a historical overview of the city. Together, these online entities brought the vision of community under one brand.







# Old Town Lafayette

## PROJECT HOPSCOTCH CONTINUED...

As the first-of-its-kind event in Lafayette, Project Hopscotch relied on the participation and promotion from multiple entities and stakeholders. To ensure this marketing effort truly rooted within the community, our team engaged the city government, the arts commission, business owners, library and public school staff members, local ambassadors and influencers to help spread the word.

### Components of this promotion included:

- A custom map design of the downtown to encourage exploration
- Reusable shopping bags printed with the illustrative map
- Posters and flyers distributed throughout various city locations
- Press release distribution and regular postings to NextDoor
- “Hop, Skip & Jump” content series, which paired different merchants and businesses to create one, uniquely Old Town Lafayette experience
- Local scholarship donated to a Lafayette high school student pursuing a career in the arts

*All results pending; campaign launch September 2021*



WORK

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# Visit Black Hawk

## Insight:

Sometimes you just need an escape from everyday life.



## Client Challenge

Just 40 minutes from Denver, Colorado, Black Hawk is a tourism destination known for its gaming (gambling) and historic mining roots. Black Hawk's Business Improvement District (BID) needed a new brand agency partner to build upon its "Escape Ordinary" effort and evolve it into a meaningful campaign that would drive consumers to engage, endorse and escape to Black Hawk. At the same time, Black Hawk's refreshed campaign needed to augment and complement—not compete against—the marketing efforts of businesses in Black Hawk.



# Visit Black Hawk

## CONSUMER RESEARCH

We wanted to test the campaign mascot, a realistic Hawk character that was inherited, and get a better understanding of the campaign performance and awareness of Black Hawk and visitor data. We conducted location-based research that leveraged mobile devices (visits, time on site, where else they visit/shop, etc.) and overlaid that data with a quantitative regional survey that dug deeper into attitudes around Black Hawk and the existing campaign.

### Research Findings:

- Gaming needs to continue to be a core piece of the marketing.
- Promotions are important.
- Black Hawk's convenient location and unique scenery are strengths.
- Awareness of the City of Black Hawk is strong; however, we need to promote the “variety” of the area.
- Scale back the “Hawk” mascot's role in the campaign.



# Visit Black Hawk

## COHN SOLUTION

The marketing campaign for Visit Black Hawk was centered on the concept of “Escape Ordinary,” with the goal of providing not only a sense of urgency and fun, but also a unique perspective on what Black Hawk has to offer.

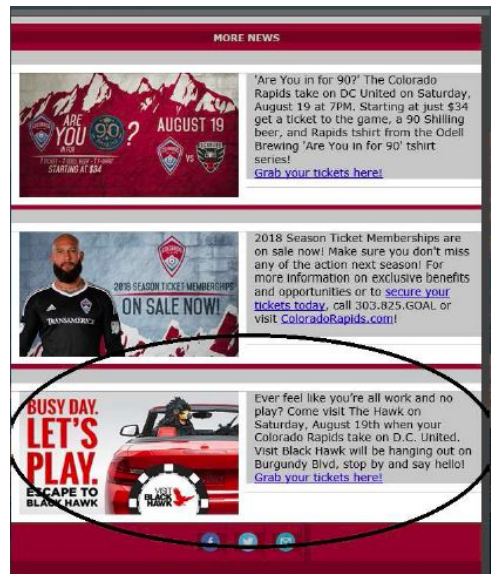
Using the “Hawk” brand mascot as a supporting character versus the hero, COHN implemented a targeted messaging campaign that positioned Black Hawk as a “can’t miss” destination for frequent and infrequent gamers alike. The plan included English and Spanish media placements for digital and traditional advertising, social media programs, special event promotions, sponsorships, and grassroots and guerilla activations.





# Visit Black Hawk

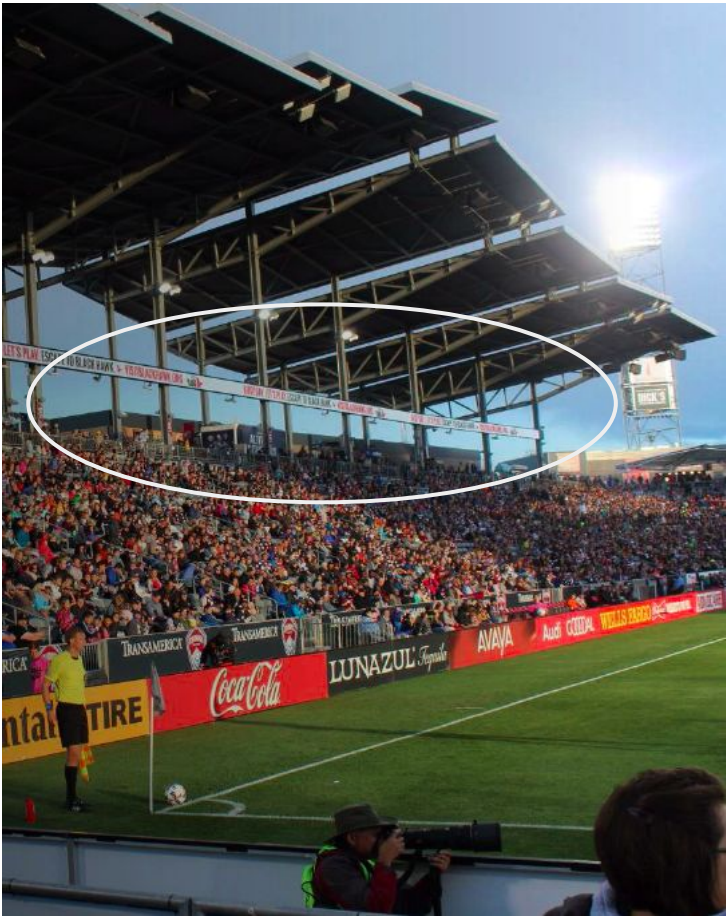
## Dick's Sporting Goods Park Sponsorship



Newsletter Inclusion



Tower Sign



LED Fascia



# Visit Black Hawk

## Activations



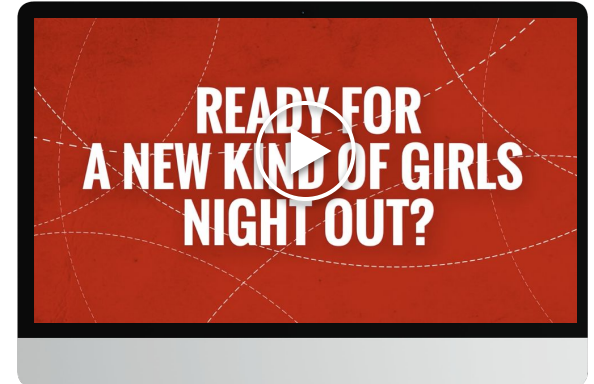
**DMV Escape:** We crashed a local DMV and offered up a free in-the-moment trip to Black Hawk to the first person who accepted.

→ Video generated 2,000 views on YouTube



*Big Head Todd & The Monsters*

**Red Rocks Event Series:** We brought the Black Hawk experience to the Front Range by partnering with Red Rocks for a summer concert event series; we selected shows that had fans who aligned with our target audience. → Distributed 19,000 gaming voucher cards = 5% redemption rate



**Contest:** We segmented audiences into two primary groups—those who were in need of a couples getaway and those who were looking for a fun weekend adventure with friends—and built out targeted campaigns/contests directed at these two groups. → 875 entries

## OUTCOME

# Real Results

## STRATEGIC MESSAGING → MEDIA PLAN → CAMPAIGN

“Our goal is to increase the number of visitors to Black Hawk, and we feel COHN’s vision helped us achieve that,” said Lynnette Hailey, district manager, Black Hawk BID. “We are thrilled to already see Black Hawk with a more concrete and relatable brand identity and representation throughout the Denver area.”

The “Escape Ordinary” campaign rolled out across various billboards throughout the metro area and was heard on local and digital radio channels, including iHeartRadio and Pandora, and played out in various guerrilla tactics:

- Improved website traffic by 188%
- Improved dedicated search traffic by 200%
- Saw clicks to Black Hawk business sites at a rate of 4,000/month (24% conversion rate)
- Increased AGP (Adjusted Gross Proceeds) by 24%





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# Tools, Reports and Dashboards

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Accountability

## Media Reporting

Watauga Group's proprietary, customized reporting dashboard and team of digital specialists allows for cross-platform optimization and easy media reporting.

Tools we use include daily:

- Google Tag Manager (GTM)
- DoubleClick Campaign Manager (DCM)
- Feeds from site analytics platforms
- Power BI



Customized Reporting Dashboard

## Media Attribution

We understand that a strategic plan alone isn't enough to claim success—in addition to benchmarks such as completion rates, viewability, engagement rates and CTRs, we dive deep in analytics and visitation data to understand what is really driving results for the destination.

Our team has experience working across many attribution platforms and will work together with the Snowmass team on any platform preferred or make recommendations regarding such partnership investments. This will allow for insights to be aligned across teams and partners, informing optimizations and efficiency across all marketing efforts.



Provides flight and booking attribution to digital media exposure and site traffic. This tool also informs changes in booking windows and party size, and it offers audience duplication measurement.



Measures arrivals by location changes of network-enabled computing devices after a sequence of media exposures to identify which messages influenced visitors to experience the destination.



## Sample Project Schedule

| International Digital Display: High Funnel (2 animated banner concepts in 4 sizes & landing page recommendations) in Market 8/15 |   |           |        |          |  |
|--|---|-----------|--------|----------|--|
| DUE DATE   | TASK  | OWNER     | STATUS | NOTES    |  |
| 7/16/18  | Kick off Digital Display High Funnel Deliverables                                   | COHN/Vail | WIP    | Notes... |  |
| 7/23/18  | Present Copy & 2 Storyboards  | COHN      |        |          |  |
| 7/24/18  | Client Feedback Due   | Vail      |        |          |  |
| 7/27/18  | Present Revised Storyboards (all languages) to Move into Development                | COHN      |        |          |  |
| International Social: High Funnel (2 social carousel placements & landing page recommendations) in Market 8/15                   |   |           |        |          |  |
| DUE DATE   | TASK  | OWNER     | STATUS | NOTES    |  |
| 7/16/18  | Kick off Social High Funnel Deliverables  | COHN/Vail | WIP    | Notes... |  |
| 7/23/18  | Present Carousel Copy & Storyboards for 2 Placements                                | COHN      |        |          |  |
| 7/24/18  | Client Feedback Due   | Vail      |        |          |  |
| 7/27/18  | Present 2 Social Carousel Placements  | COHN      |        |          |  |
| International Social: Low Funnel (1 animated display in 4 sizes) in Market 8/15  |   |           |        |          |  |
| DUE DATE   | TASK  | OWNER     | STATUS | NOTES    |  |
| 7/16/18  | Kick off Digital Display Low Funnel Deliverables                                    | COHN/Vail |        |          |  |
| 7/23/18  | Present Copy & 1-2 Storyboards  | COHN      |        |          |  |
| 7/24/18  | Client Feedback Due   | Vail      |        |          |  |
| 7/27/18  | Present Revised Storyboards to Rollout all Languages                                | COHN      |        |          |  |
| 7/27/18  | Client Feedback Due   | Vail      |        |          |  |
| 8/1/18   | Present Storyboards in all Languages for Approval to Move into Development          | COHN      |        |          |  |
| 8/2/18   | Client Approval to Move into Development  | Vail      |        |          |  |
| 8/7/18   | Present Animation (1 size in all languages) for Approval to Rollout Remaining Sizes | COHN      |        |          |  |
| 8/8/18   | Client Feedback Due   | Vail      |        |          |  |
| 8/10/18  | Present Finalized Animated Banners (all sizes & languages)                          | COHN      |        |          |  |
| 8/10/18  | Client Approval to Release all Deliverables   | Vail      |        |          |  |
| 8/13/18  | Release all Deliverables  | COHN      |        |          |  |
| 8/15/18  | In Market (8/15-3/30)   |           |        |          |  |





## Client Status Report

## Project Management Reports



Destination Work / 05

# Take Root in Your Why



## Our experience in destination marketing

Rooted in our founder's passion for destination marketing, COHN has always thrived in brand marketing campaigns that drive customers to a "place." We've done outstanding work for tourism boards and convention and visitors bureaus like Visit Black Hawk and Old Town Lafayette. We've drawn people to national destination-retail centers like Galleria Dallas and One Daytona. We even bring a destination marketing approach to our clients in elective healthcare, master-planned communities, restaurants, multifamily development and banks/credit unions. In our 21+ years of destination marketing, a few key lessons stand out that are worth repeating:

- The buyer's journey in destination marketing isn't starkly different from elsewhere. Awareness leads to consideration, consideration leads to conversions conversions lead to loyalty. Additionally, a strong brand, captivating campaign and intelligent media plan are still fundamental to success in destination marketing. The primary difference, however, is that a destination is not simply one thing. It's a collection of subjective experiences built by dozens of entities. **Your destination is an idea that lives in a person's mind before, during and after the purchase.** It's imperative to be storytellers whose job is to first captivate, and then convert. As a result, brand strategy is even more important in destination marketing than other areas. Our deliverables must be rich, layered and intentional throughout the journey. We must always be rooted in our WHY.
- We also have learned the critical importance of stakeholder alignment in destination marketing. If we are indeed selling an idea or a story to our customers, then every entity or character must be on the same page in telling that story. It's so much more than simply getting approvals from partners. **We need true buy-in across stakeholder groups for brand campaigns to become dimensional and live in the minds of our customers.**



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## **We have no potential conflicts**

COHN, nor our partners, is currently working with any North American mountain resorts or communities.





# Discover Distinction

# Situation

Strategy should never rely on assumptions. We want data, analysis and insights to lead our strategic approach, and our strategic approach to drive our brand, creative and media planning process. Unfortunately, as of today—August 6, 2021—we're still working from a deep set of assumptions about Snowmass, so we uncovered our own data, analysis and insights in the following slides to give you an idea of how we think. Our overall conclusions might be wrong, but we encourage you to focus on the work that we put into reaching them. With the right data, our team will always find the right strategy.



**To connect with audiences in a meaningful way, we  
need to first understand the landscape:**



**Industry  
Insight**



**Brand  
Insight**



**Audience  
Insight**

**This is how we set the course for success.**

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# The Landscape

## Insights Drive Creative.

Strategic insights are the bedrock of our campaign process. We begin every campaign with data-driven analysis into the following areas:

### Industry

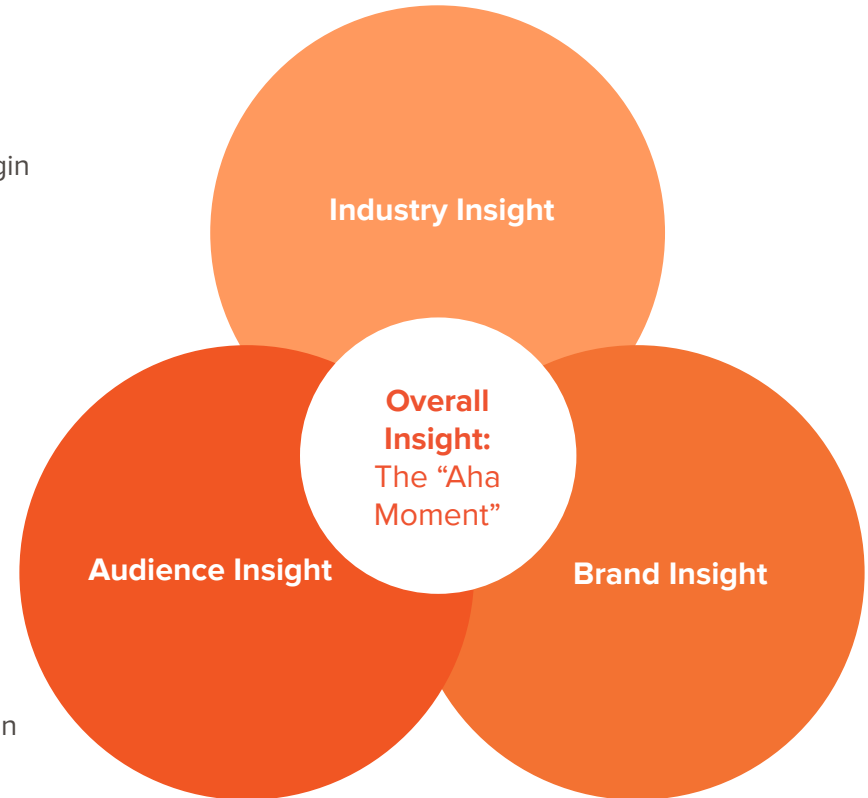
How has the travel industry changed? What short- and long-term trends are emerging? How are other destinations messaging their places?

### Brand

Taking an honest look inward and evaluating our current position while also identifying what sets us apart, what's working, what's not working, where can we improve, etc.?

### Audience


What do our audiences care about now? What will they care about in the future? What do they already think about Snowmass? What are their attitudes around travel? Have they changed?



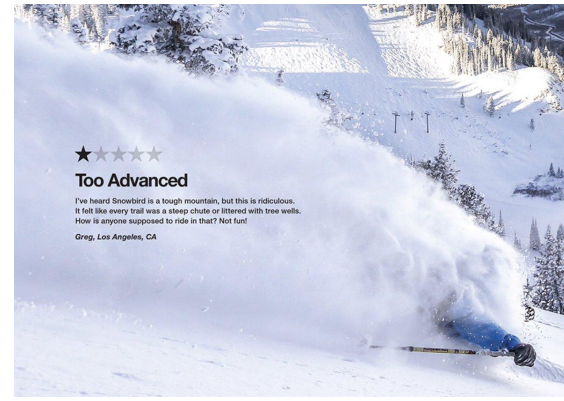


## ALIGNMENT

We've found that this insights process leads to unequivocal alignment between the client and COHN. With clear, action-oriented and agreed-upon insights, we have a true North Star to guide creative ideation and concepting.







| Destination   | Campaign Sample   | Campaign Insight  | Campaign Copy Samples  |
|---|---|---|--|
| <a href="#">Jackson Hole</a>                          | Stay Wild   | Celebrating Jackson Hole's beauty and ruggedness as well as our commitment to conservation and the people and places that make Jackson Hole, Jackson Hole.  | STAYING WILD STARTS WITH YOU.<br>Help us maintain the nature of this special place by practicing sustainable tourism.  |
| <a href="#">Fort Worth</a> vs. <a href="#">Dallas</a> | Fort Worth: Discover the Modern West<br><br>Dallas: Find Your All in Dallas | Fort Worth Distinction: Texas roots (cattle drives & honkey tonks) meets modern attitudes<br><br>Dallas Distinction: Design, art, culture and entertainment | Fort Worth: Y'all Means All<br><br>Dallas: DISCOVER <b>DALLAS</b> FUN; <b>DALLAS</b> ART INSPIRES<br><br><i>Example of how "paired" locations attempt distinction.</i>   |
| <a href="#">Aspen</a>                                 | The Aspen Way   | Focus on core values; e.g., taking a stand on relevant topics/issues such as discrimination, LGBTQ, etc.<br><br>Values on and off the mountain.             | The mountains don't discriminate, and neither do we. Neither should anyone. We're better together. On the mountain, at work, as a nation, as members of the human race. Unity—It's #TheAspenWay.   |
| <a href="#">Whistler</a>                              | Thrill Runs Deep  | Thrill is a sudden magnified feeling of excitement or pleasure → thrills are different things to different people.  | We belong, not just to a place, but to a feeling. Rarer than tingles. Deeper than goosebumps. Wilder than awe. Here, thrill runs deep.   |
| <a href="#">Snowbird</a>                              | "One Star Review"   | Owning their reputation as a challenging terrain; spun negative reviews into attractive attributes for a very targeted audience.                            | <i>Too Advanced</i><br>I've heard Snowbird is a tough mountain, but this is ridiculous. It felt like every trail was a steep chute or littered with tree wells. How is anyone supposed to ride that? Not fun!<br>- Greg, Los Angeles, CA |
| <a href="#">Snowmass</a>                              | Your Outside Side   | Snowmass uncovers an amazing side of yourself that is happier, braver and always up for a little adventure.   | Your outside side has a single-track mind. His outside side has found the ultimate playground. Your outside side is a force of nature. Meet your outside side.   |

## Competition

*COHN Insight:*  
**The competition is staking an emotional claim.**



- There is a natural evolution of the rising interest in the outdoors and adventure industry over the past year—and a reflection of the shift in thinking that surviving a pandemic can bring
  - Adrenaline-pumping activities in relatively safe and controlled environments are in demand
- Luxury experiences in nature and more individualized travel and accommodation options are among the trends set to grow
- “Workations” are a trend that began in tandem with WFH transitions due to the pandemic, but it is a travel category that is here to stay
- A study showed that spending time in nature reduced levels of anxiety and boosted mental health
- Travelers aspire to plan longer, more in-depth and immersive trips versus mini breaks

#### Industry

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*COHN Insight:*  
**Authenticity and immersion are important elements of a destination.**

- Aspen and Snowmass are so tightly wound that for many, they are one.
  - Snowmass is living in the shadows of its “big sister.” (What can we learn about this archetype? What can Snowmass benefit from in the shadow of its famous neighbor?)
- Snowmass faces the same challenges of other “paired” destinations; e.g., Dallas and Fort Worth or Minneapolis and St. Paul
  - You need to “pave your own way within your family”
- The brand descriptors—embraced by nature, cradled by mountains, etc.—could be applied to “any” mountain destination.
- While the brand platform may be authentic, it doesn’t feel distinct to Snowmass
- Attributes: big, favorite for snowboarders, low-key, groomed/more accessible terrain, world-class mountain biking, focus is on enjoying the outdoors/spending time with loved ones
- Current audience segments are too generic
- Current campaign requires too much thinking

## Brand

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*COHN Insight:*  
**Current brand platform is missing real distinction.**

- Many travelers are crowd averse and interested in things like private experiences, single-residency hotels, secluded trips and the great outdoors. - Forbes & CNBC
  - Much to their dismay, travelers are finding millions of others are doing the exact same thing
- The pandemic changed tolerance levels for minor inconveniences. Sixty-one percent say they get annoyed easier now than ever before
- Gen Z yearns for new experiences but older travelers crave familiarity
- Traveler profiles (per GWI): Safety Seekers. Closer to Homers, Outdoor Adventurers and Freedom Seekers
- Travelers want authentic, natural and sustainable travel
- Traveling makes you feel like your best self

#### Audience

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*COHN Insight:*

**People crave the nostalgic “feeling” they associate with travel, but are struggling to recapture it.**

**Industry Insight:**

Authenticity and immersion are important elements of a destination.

**Competition Insight:**

The competition is staking an emotional claim.

You can't immerse yourself in something this broad.  
("Your Outside Side")

**Snowmass Brand Insight:**

Current brand platform is missing distinction.

**Audience Insight:**

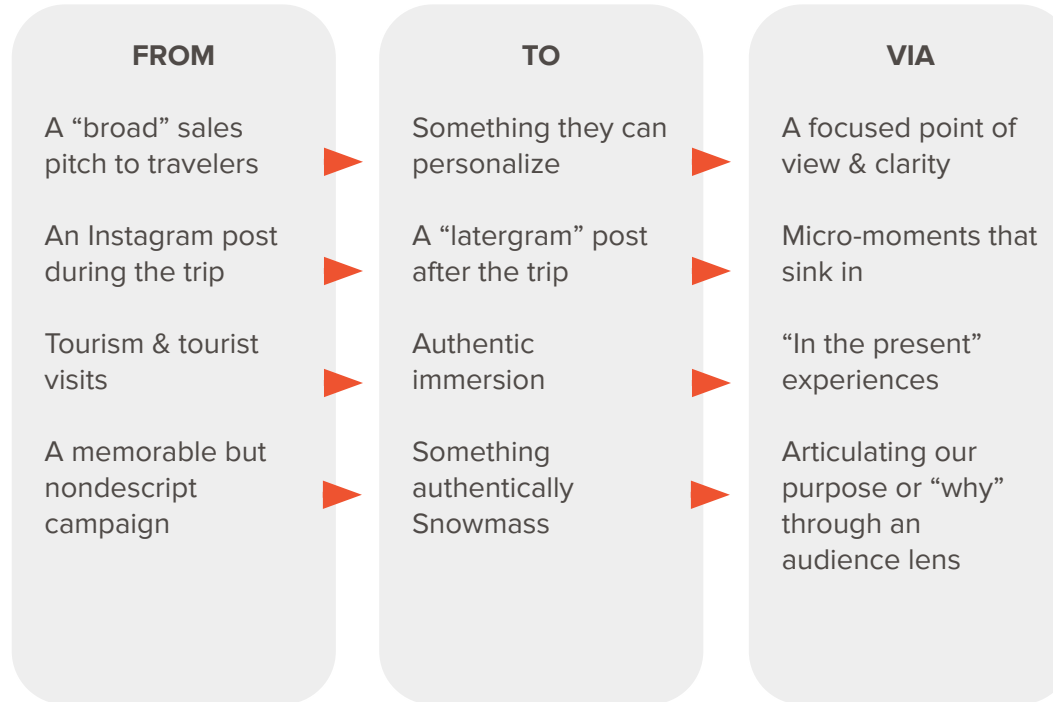
People crave the nostalgic "feeling" they associate with travel, but are struggling to recapture it.



**Our value innovation opportunity lies in connecting people to authentic outdoor experiences they yearn for but don't know how to articulate or find in the chaos.**



# Changing the Conversation





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## Brand & Campaign Approach

- **Reimagine leisure travel target groups/audiences via a new research approach**
  - ◆ Attitudinal research via our partner Audience Audit
- **Find Snowmass' distinction and overlay with audiences**
  - ◆ Brand strategy and archetype development
  - ◆ Personas and hierarchical messaging
- **Smart strategy → beautiful creative**
  - ◆ Strategy should influence the creative, not vice versa
- **Think cohesion**
  - ◆ Work cohesively with Snowmass team and its partners to integrate research and brand findings into content, PR, website and local assets → create a seamless user experience for guests across all marketing touchpoints
- **Build a strong partnership with the board members, stakeholder groups and advisors**
  - ◆ Listen, learn and respect each other's points of view → never be afraid to challenge status quo

# Media Approach

In order to develop plans that achieve the destination's goals and objectives, we must first understand and collaboratively help inform all planning parameters. Together, we will work with the team on an analysis of where visitors are coming from to be sure we are targeting the right geos. This may be customized by different audience segments who are motivated to visit Snowmass at different times of the year for different activities. Our media team is integrated into the strategy team at COHN and will work with Snowmass to collect and share all data available so that we are prioritizing accordingly. Based on market list, seasonality and audience segmentation, we will then begin to pull demographics, media usage, overlap of traditional and digital media behaviors, and psychographics to inform a strategic media approach and reach each audience at the right time and in the best channel. We've pulled together some preliminary research on the target audience's preferences to illustrate this process on the following pages.



## Our media approach to Snowmass

### → Use personalized media placements aligned with emotion

- ◆ Go beyond the contextual to align with a consumer's mood or emotion based on the editorial or video content he or she is consuming.

### → Select media channels that deliver exclusivity

- ◆ For Snowmass to attract the right audience, channels must be incorporated that can be highly targeted and allow the destination to separate itself from the competition.
- ◆ Introduce innovation to traditional channels to guarantee personalization and ensure efficiency while delivering to an exclusive audience.

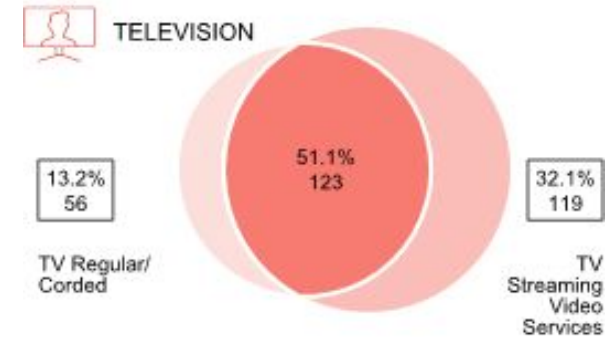


## Not everyone is a potential Snowmass traveler

Through our preliminary research, we believe that the Snowmass traveler is a discerning consumer who wants to escape from his or her daily life and have an experience that not everyone can afford. These travelers are willing to invest in a vacation that feels exclusive to them, and our media choices should also align to such a feeling. We pulled data from MRI and found the following trends:

Affluent domestic travelers seeking outdoor (bike/ski/hike) vacations from your top feeder markets:

- Are heavily exposed to digital media. This target can effectively be reached through online channels alone.
- Are more likely to stream video (OTT/CTV) than subscribe to cable only. About 83% either exclusively stream video or watch both cable and streaming.
- Spend time across multiple social channels. Although reach is high on Facebook, Instagram and YouTube, these travelers index highest in channels like Snapchat, Pinterest and even Twitch.



Source: 2020 Doublebase GfK MRI Weighted to Population





## Reaching travelers seeking authentic, exclusive experiences

With the Snowmass audience seeking an experience different from the masses, channel selection must align to differentiate the destination. Additionally, the threat of third-party cookie removal for tracking means that a shift to contextual placements will be an integral part of all media targeting. Rather than seeking alignment based on keywords related to travel, we will tap into your audiences based on their current moods and emotion:

- Ensure media channels only deliver messaging to a specific audience—don't focus on the masses. Let the audience know you only want to speak to them and tap into the exclusivity of 1:1 messaging.
- Video is the leader in evoking emotion. Rely heavily on video executions within each channel. Adapt video to each platform, focusing on short form in social (:06-:10) and longer form (:15-30) in OTT and Pre-Roll.
- Connect with the audience through various moods and emotions, such as delivering a streaming audio spot while they are listening to an “empowering” workout mix or build connections as they are listening to podcasts, delivering an intimate association and connection with the brand, with host-read scripts across a custom network of audio content curated for the Snowmass audience.
- Select channels the competition is not in to stand out and separate from everyone else.
- Bring technology to traditional channels to ensure scale is still being delivered, but in a hyper-efficient manner, while ensuring you aren't delivering your message to everyone.



## Our digital approach to TV—delivering video to an exclusive audience

We will always be responsible stewards of your budget and strategy, and we leverage new technology to be even more efficient and effective with our spend using Addressable TV. Addressable TV delivers hyper-efficient targeting, ensuring that only the intended audience receives the Snowmass message, creating exclusivity in a channel known for reaching the masses.

- Addressable TV is a method of delivering highly targeted advertising to individual households in both live and playback modes. Ads are delivered through cable, satellite and Internet Protocol TV (IPTV) delivery.
- Households that don't meet a target profile can be eliminated from purchase.
- Cable households are targeted based on intent to travel and demographics like age and HHI (just like OTT and CTV), eliminating households that don't match the customer profile/target, delivering hyper-efficiency and creating an exclusive audience.
- Although CPMs are higher than traditional broadcast and cable, 87-91% of the ineffective reach is eliminated, allowing more markets to be covered and delivering the message to travelers effectively.
- Roughly 51% of the Snowmass audience views TV both through linear and streaming. Adding addressable to the mix integrates the latest technology, while remaining exclusive and personalized.



## Customizing experiences across social for each segment

The Snowmass audience is active across social, but it's more than Facebook and Instagram. While these channels are key for delivering reach, audience segments utilize a variety of channels to serve different purposes beyond connecting with others, such as inspiration, creativity and seeking information. There are differences across audience segments in what channels they use, so additional channels must be customized for each segment. We dug into three of your key segments (Millennial Achievers, Adventurous Families and Powderhounds) and found:

- Facebook, YouTube and Instagram are the top three channels for each segment for driving reach and should be considered the foundation for driving an overall brand message.
- Snapchat was the next best channel to explore for reaching Millennial Achievers and Powderhounds, while Pinterest delivers Adventurous Families. Travel searches on Pinterest have spiked in the last year, particularly for outdoor enthusiasts, making it a great channel to connect with exclusive interests of vacation planners who are looking to align their uniqueness with the destinations they are choosing.
- Reddit and Twitch are the highest indexing channels for Millennial Achievers and Powderhounds. Reddit can be a great channel to test at minimal investment levels to align with adventurous content. It is also a channel that is not typically oversaturated with competitor advertising, so it is a great place for Snowmass to stand out and differentiate, while delivering on exclusivity.
- LinkedIn has strong reach and a high index against all targets. There could be an interesting approach, especially with Millennial Achievers, on taking a break to enjoy Snowmass, standing out from the typical B2B ads in this channel to evoke interest and exclusivity among this hardworking audience.



## Capturing true travel intent through paid search

Paid search is unique to every destination. It is an opportunity to introduce potential travelers to Snowmass as an option when they are looking for ideas and inspiration, as well as serving as a conversion opportunity. Paid search can drive site visitation, booking referrals, and be a means of collecting first party data like emails, capturing visitor data for CRM efforts. We are a Google Premier agency, and our analysts are integrated into other digital channels in order to use learnings to make cross-channel insights and optimizations.

Research is key for every paid search campaign. Digging into landing page and keyword strategies is crucial to success. Our team will make recommendations about campaigns, ad groups and keywords across the site, including branded terms, competitive terms, events, attractions, lodging, things to do, group sales, weddings, and any other category that aligns with your goals and objectives.

Campaign creation includes working with the creative team for ad copy creation and a testing plan to introduce new copy to drive higher CTRs. When optimizing campaigns we will manage negative keywords, bid adjustments, pausing underperforming keywords, monitor impression share, and much more. Some examples of how we'd approach paid search for Snowmass include:

- Bucket ad groups based on intent. Extend geotargeting to reach a larger radius beyond core DMAs against keywords with higher intent (branded, conquering, etc.)
- An always-on approach for branded and high-intent keywords to capture traffic whenever someone is ready to plan a trip.
- Focus on long-tail keywords and low-intent or broad terms only during key planning periods, prioritizing DMAs based on volume.
- Layering HHI on search terms to ensure we aren't reaching everyone searching for broader terms.



## Delivering results for group sales

Our team has current experience in developing group sales media plans for a variety of destinations. It is important to understand the prioritization of the groups Snowmass is most interested in attracting and to align sales efforts with the destination's unique attributes. We will work with the sales team to develop a plan that incorporates multiple media channels to achieve these goals.

We remain up to date on post-COVID-19 trends in this space and are negotiating deals that are flexible and cancellable so that budgets are protected and not tied up in long term contracts.

Samples of top performing tactics in the travel trade space that may be used for Snowmass include:

- Paid search: Foundational channel to reach those actively seeking information.
- LinkedIn: Targeting by job title, industry and interest in prioritized groups or content.
- Key print publications: Still a great way to raise awareness for those who subscribe. Combining print with cross-channel publisher tactics like email, social and site direct banner ads elevates the buy beyond just a page in a magazine.
- Programmatic display and video pre-roll: Target people by income and specific job titles.
- Custom networks of sites: Within the programmatic space, we target specific industry websites and run a vertical content campaign.
- Look-alike targeting: This works well by building a profile of those who engage, finding more people like them.



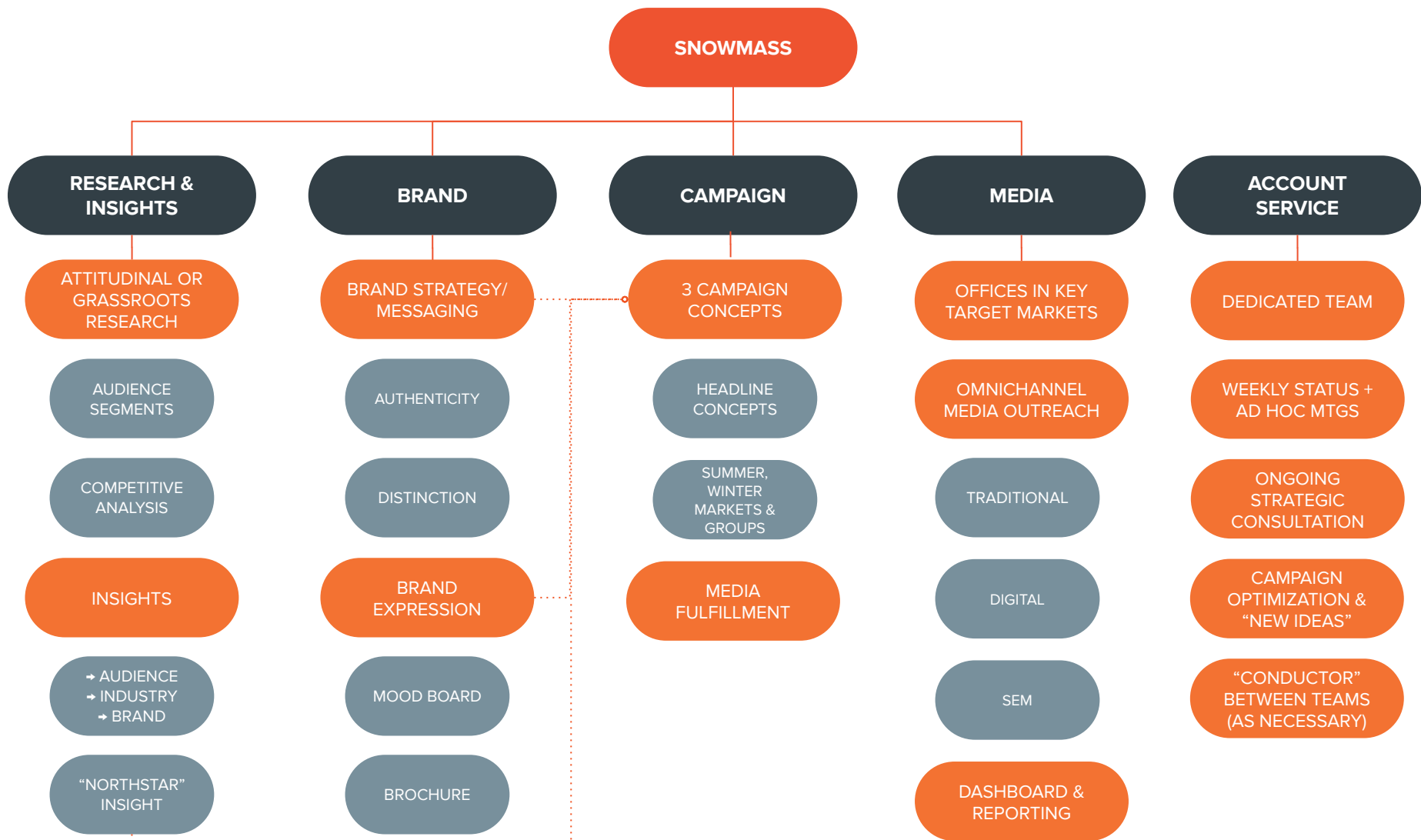


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# Campaign Schedule

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Project approach





# Campaign Schedule

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## → Research

- ◆ Audience/attitudinal research: Q4 2021 kick off audience/attitudinal research (10 - 12 week process)

## → Brand Strategy

- ◆ Q4 2021 discovery & stakeholder interviews in tandem with research
- ◆ Brand strategy & expression: Q4 2021 - January 2022
  - Revisions: February, 2022
  - Launch: March 1, 2022

## → Campaign & Media Planning

- ◆ Media Planning: Q4 2021; finalized January 2022 with flights and fulfillment schedule
- ◆ Campaign Concepts: December 2021 - February 2022
  - Revisions: March 2022
  - Launch: April 2022 (Summer) & August 2022 (Winter)

## → Agency Services: Ongoing



# Campaign Schedule





# An Extension of Your Team



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## **We operate in a family-like atmosphere amid people, partners and long-standing client relationships.**

We do this because we believe that transparency and openness are critical to strong working relationships across the business. That leads to client engagements that last for years, not months. It's a constant focus for our team. Internal culture matters because happy, motivated employees lead to client service excellence.

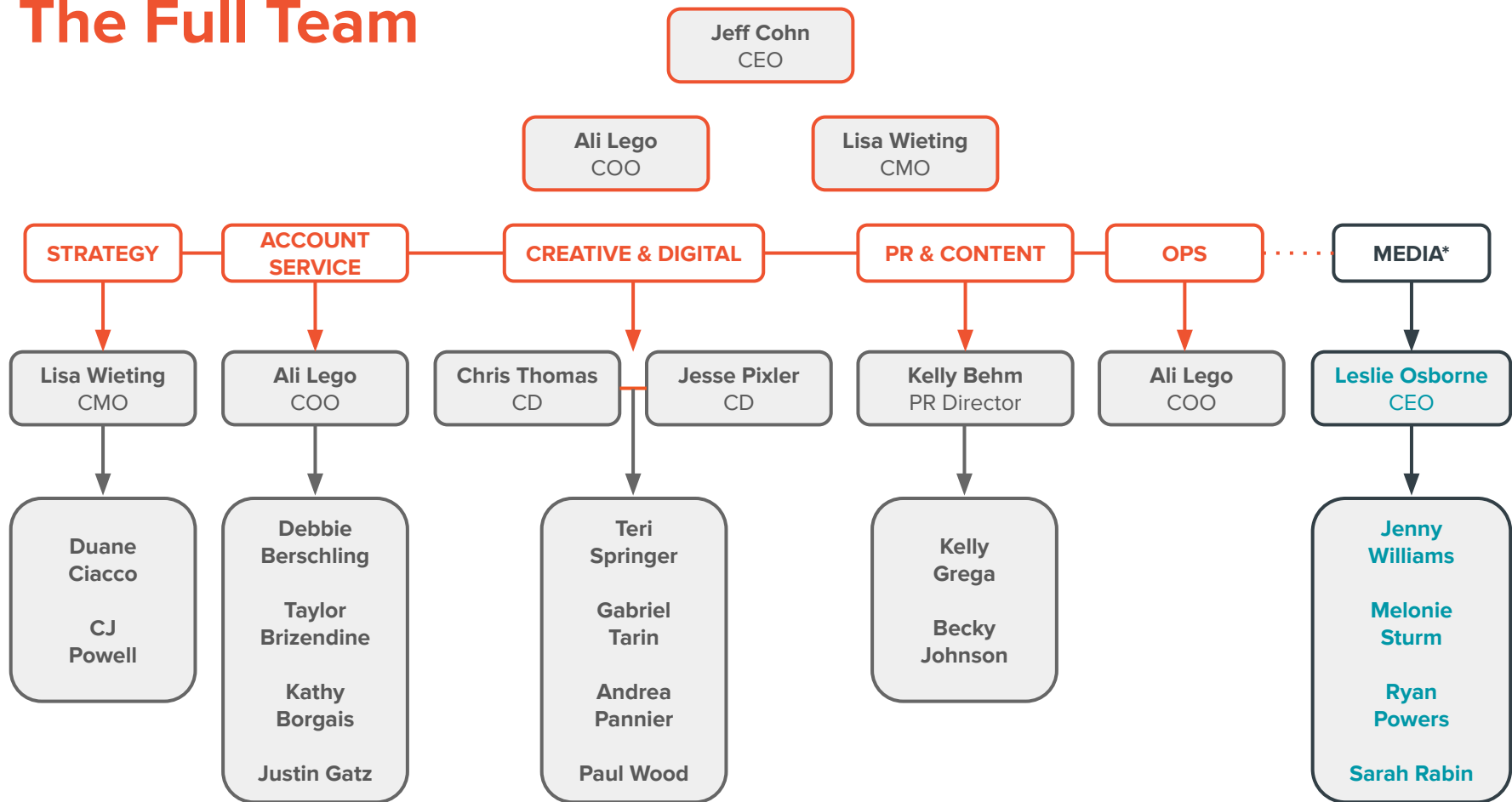
You will work closely with your team through ongoing phone, email and in-person meetings to support planning, provide consultative services, and manage all projects and implementation processes. This coordination component will help manage budgets and keep all programs on course, on deadline and on budget.

While your account services team will manage the day-to-day of our relationship, the team will frequently bring in specialists from COHN's team and beyond to discuss strategies, provide insight on specific initiatives and review performance. Below is a quick summary of the account communication and touchpoints:

- Overall program management and ongoing strategic advisory services
- Ongoing communications, meetings, project management, planning
- Regular team calls/meetings to ensure direction and timelines are on point



# The Full Team



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# Jeff Cohn

PRESIDENT & CEO



Using his decades of marketing experience, Jeff has been COHN's fearless leader for 21 years. One of his many—and most important—roles is to lead and inspire the company.

**Similar Projects:** Jeff has deep experience in placemaking, rooted in a 17-year career at The Rouse Company, the nation's premier urban redevelopment company.

**Length of Tenure at COHN:** 21 years

**Why I want to work with Snowmass:** Since starting this business back in 2000, destination marketing and tourism have been a big piece of this agency. We have focused our capabilities on brand development and integrated marketing execution to help our clients build brands towards their targeted markets. Snowmass Tourism represents the culmination of all of our past efforts over the years. A premier visitor destination in our home state that combines our industry category experience plus our internal agency capabilities adds up to Snowmass as a perfect client for COHN.

# Lisa Wieting

CMO



Lisa enhances every facet of the agency. She approaches strategy from the end user's perspective, ensuring that the intended audience is at the heart of every marketing touchpoint.

**Similar Projects:** The Peaks Telluride, Old Town Lafayette, Downtown Superior, Park Meadows Shopping Center, Regency Centers, Aspen Grove, Belmar, Romero Britto/DDR (Britto Tours America), Galleria Dallas

**Current Accounts:** Oversees strategy and planning for all active clients.

**Length of Tenure at COHN:** 15 years

**Why I want to work with Snowmass:** My daughter was diagnosed with autism when she was 2. Our "grand plans" of traveling the world with her no longer seemed realistic. But we took a few baby steps, and something amazing happened. Travel expanded her language. The beach soothed her. Cities piqued her curiosity. And the mountains sparked pretend play. Experiencing this with her has ignited a whole new passion for travel and a stronger connection to places. I want to bring that to Snowmass.

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# CJ Powell

SENIOR BRAND DIRECTOR



As a former reporter, CJ sees the world from the client's perspective so he can tap into brand storytelling and create content that generates awareness, nurtures engagement and converts sales.

**Similar Projects:** Regency Centers, Denver Urban Renewal Authority, Jacobs Entertainment, The Aurora Highlands, Village at Leesburg, Rappaport Properties

**Current Accounts:** 9NEWS, IOTAS, Reno's Neon Line, Modiv, Naviswiss, Valley View, Panorama Ortho

**Length of Tenure at COHN:** 7 years

**Why I want to work with Snowmass:** Aside from getting paid to promote my favorite mountain in Colorado, I want to help Snowmass carve out meaningful distinction in the hearts of travelers—which is exactly what COHN does. You don't need to choose COHN, per se, but please (please!) pick an agency partner that is going to make Snowmass sparkle. This is a truly special place, and everyone needs to know that.

# Jesse Pixler

CREATIVE DIRECTOR



Jesse does it all. From managing creative deliverables to campaign concepting to directing the creative team on brand design and strategy, he's been a go-to guy at COHN for more than a decade.

**Similar Projects:** Eldora Mountain Resort, Grand County Tourism, Visit Black Hawk, Galleria Dallas, Rappaport Properties, Five Points Development Group, Regency Centers, Downtown Superior

**Current Accounts:** Downtown Superior, 9NEWS, IOTAS, Panorama Ortho, Modiv, Visit Black Hawk

**Length of Tenure at COHN:** 12 years

**Why I want to work with Snowmass:** I love the beauty of our state and all it has to offer. I have the pleasure of being able to immerse myself in what is really special about the destinations across Colorado. Snowmass is a special place that I feel is untapped (in a good way). I want to be able to show travelers how authentic, beautiful and spectacular it is.

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# Debbie Berschling

SENIOR ACCOUNT DIRECTOR



A mindful leader who always goes the extra mile to enrich a campaign and a partnership for our clients, Debbie is one of COHN's strongest assets. Her career in agency life began 20+ years ago with clients in the destination retail space and she continues to head our destination marketing accounts from real estate to healthcare and more.

**Similar Projects:** Peña Station NEXT, Downtown Superior, Wood Partners, The Aurora Highlands, GGP Corporate and Platinum Properties Portfolio, Galleria Dallas, Guildford Town Centre/Ivanhoe Cambridge

**Current Accounts:** Panorama, Modiv, Rappaport Properties

**Length of Tenure at COHN:** 12 years

**Why I want to work with Snowmass:** Snowmass is a Colorado legacy. Not being a Colorado native, I was first introduced to Snowmass via Warren Miller films and had to see it for myself. There is SO much more here than people realize, but yeah, the skiing is epic.

# Kelly Grega

CONTENT MANAGER



A natural storyteller and trained journalist, Kelly has the secret ingredient for elevating brands through imaginative writing, resourceful execution and authentic delivery.

**Similar Projects:** Old Town Lafayette, Downtown Superior, Our Response: Ability, The Aurora Highlands, Phillips Edison, Visit Black Hawk, Regency Centers, The Crossing Clarendon

**Current Accounts:** SAP, Systems Insights Engineering, Regency Centers, Old Town Lafayette, Downtown Superior, Kaiser

**Length of Tenure at COHN:** 3 years

**Why I want to work with Snowmass:** My goal as a content marketer, and passionate native, is to elevate the story of Snowmass so that residents, visitors, businesses and media can all experience the bounty of possibilities that await in your special village.

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# Leslie Osborne

CEO  
The Watauga Group



Leslie manages all agency operations at the Watauga Group. A lover of research and strategy, she ensures the media team has access to best-in-class tools and training to develop media recommendations for clients.

**Similar Projects:** Greater Williamsburg Tourism, Callaway Resort and Gardens, The Broadmoor

**Length of Tenure at Watauga Group:** 17 years

**Why I want to work with Snowmass:** Snowmass is a destination that brings families together with unique year-round activities that change with the season. Families that visit will create long-lasting memories. As a wife and mom, I know how important these memories are to families.

# Jenny Williams

CHIEF PROCESS OFFICER  
The Watauga Group



Jenny keeps Watauga clients up to speed on all things digital, breaking down platforms and processes so they are easy to understand. She oversees our Atlanta office and is passionate about data and driving actionable insights for all clients.

**Similar Projects:** Dollywood Theme Parks, The Breakers Palm Beach

**Current Accounts:** Atlanta Botanical Garden, McKee Foods, Spice World, American Outdoor Brands, Appalachian Mountain Brewery

**Length of Tenure at Watauga Group:** 13 years

**Why I want to work with Snowmass:** I love the outdoors, especially in the summer. Escaping the Southeast humidity to enjoy hiking and nature is the ultimate trip, and Snowmass has an exclusive feeling that we seek on vacation. I escape to the beach in the winter and mountains in the summer to avoid the crowds and enjoy the outdoor air.

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# Melonie Sturm

## MEDIA DIRECTOR

The Watauga Group



Melonie has a unique understanding of what clients need, as she was once the client herself. She leads integrated media planning teams who are innovative and always bringing their clients new ideas. Her enthusiasm for travel and hospitality clients is infectious.

**Similar Projects:** Visit Panama City Beach, U.S. Civil Rights Trail, Alabama Power, Blue Cross Blue Shield of Alabama

**Current Accounts:** Visit Panama City Beach, U.S. Civil Rights Trail, Alabama Power, Blue Cross Blue Shield of Alabama

**Length of Tenure at Watauga Group:** 4 years

**Why I want to work with Snowmass:** I love to snow-ski, hike and travel with friends and family. Snowmass embodies all those opportunities and more, which makes this account an exciting opportunity. And selfishly, my oldest son recently moved to Colorado, and I'm looking for every reason possible to visit.

# Ryan Powers

## DIRECTOR OF PROGRAMMATIC MEDIA

The Watauga Group



Ryan oversees our team of digital media specialists, which includes managing all paid search, social and programmatic platforms. He leads the team in developing digital buying strategies and keeping our agency at the forefront of innovation in the ad tech industry.

**Similar Projects:** Dollywood Theme Parks, Greater Williamsburg Tourism

**Current Accounts:** Harrah's Cherokee Resort & Casino, Badcock Furniture & More, Visit Panama City Beach

**Length of Tenure at Watauga Group:** 6 years

**Why I want to work with Snowmass:** I love snowboarding, but I've always ended up on the East Coast for trips. My dream destination has been Snowmass and this account would be my passion project.



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# Sarah Rabin

**MEDIA SUPERVISOR**  
The Watauga Group



Sarah plans omnichannel strategies for our tourism and CPG clients. Prior to her agency life, she spent 7 years working up to an AE at Travel Channel building custom sponsorship packages for travel clients throughout the southeast.

**Similar Projects:** Visit Florida, Emerald Coast, Gatlinburg CVB, Pigeon Forge CVB, Tennessee Tourism

**Current Accounts:** Visit Panama City Beach, McKee Foods, Professional Photographers of America

**Length of Tenure at Watauga Group:** 3 years

**Why I want to work with Snowmass:** I am passionate about travel and am always looking to expand my experience in the category, as well as travel to new places and immerse myself in the uniqueness of a destination like Snowmass. With a 1-year-old in the house, my husband and I are prioritizing traveling as a couple, and Snowmass would be the perfect escape for us any season.



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# Fee Structure

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Brand, campaign and media

| BRAND   | FEES  |
|---|---|
| Discovery   | N/A   |
| Attitudinal research (including incentive and persona development)  | \$40,000  |
| -OR-  |   |
| Grassroots research (including influencer fees and persona development) <ul style="list-style-type: none"> <li>Surveys (email lists &amp; social followers)</li> <li>Interviews (if applicable)</li> <li>Social Dialogue (influencer-moderated discussions with followers)</li> </ul> | \$27,500*<br><i>*influencer fees may cause estimate to expand or contract</i> |
| Brand strategy  | \$16,500  |
| Brand expression <ul style="list-style-type: none"> <li>Mood board</li> <li>Style guide</li> <li>Logo design</li> <li>Brand brochure</li> </ul>   | \$19,500  |
| <b>BRAND TOTAL</b>  | <b>\$103,500</b>  |



# Campaign & Media

| CAMPAIGN  | FEES                               |
|---|------------------------------------|
| Campaign concept development  | \$28,000                           |
| Media strategy & plan development   | \$10,000                           |
| Campaign production <ul style="list-style-type: none"><li>Campaign production and rollout (includes photography, photo shoot, video/tv spot production, etc.)</li></ul>   | \$50,000 - \$100,000               |
| Ongoing media management, production & account service retainer <ul style="list-style-type: none"><li>Media buy / campaign fulfillment (asset development, optimization and updates)</li><li>Ongoing status meetings</li><li>Ongoing consultative services and recommendations</li><li>Media management (ongoing trafficking, reporting, custom dashboard, invoice management)</li><li>Travel / in-person meetings and presentations (hard costs for an estimated 6 trips/year)</li></ul> | \$27,500/month<br>(\$330,000/year) |
| Media buy (placements / ad spend)   | \$832,000 - \$882,000              |
| <b>CAMPAIGN &amp; MEDIA TOTAL</b>   | <b>\$1,300,000</b>                 |



# Why COHN?



**We Are Not a  
Tourism Agency.**





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**We Are a  
Brand Agency.**

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# We **Are** a Destination Agency.

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# We **Are** a Strategy-First Agency.

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## How will you communicate knowledgeably about mountain/ski travel?

The same way we communicate knowledgeably about healthcare, manufacturing, logistics, real estate, etc. We'll do our homework, ask a lot of questions, and draw out *your* deep expertise in the subject matter before putting on our brand marketing hats and getting to work. Our single focus will be to collaborate with you—the actual experts—to find real distinction so that our team can turn that into captivating creative in magnetic media.

Obviously, COHN is not known for our “mountain/ski travel” experience. There are surely proposals in your inbox that read like an industry insider’s manifesto, and it will definitely ruffle some feathers when you decide to partner with an outsider like COHN. If you are interested in doing things the way they’ve always been done, then choosing an outside-the-box partner like COHN may not be for you.

We believe, however, that you are looking for something different—and not that it should matter, but we’re also a proud Colorado company with adventurous employees who know a little bit about mountain/ski travel. If you think it’s appropriate, we’ll happily come and experience all the magic of Snowmass firsthand, you know, for the sake of our campaign.



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## What sets you apart from your competition and aligns well with our organization?

We have a secret sauce when it comes to building a team: We seek out the unexpected.

Yes, our team has deep marketing and design expertise. But you'll also find a little something extra in each person. For example, our team includes:

- A former journalist (or two)
- A drone photographer
- A beekeeper
- A former chef
- A prima ballerina
- And world travelers galore

We don't just seek out distinction in brands; we seek out distinction in people. It's why we have such a tenured team. People feel valued at COHN, and so will you. It's why we have more than 200 brands under our belts, because interesting people see the interesting things in our clients. It's why we have such hard workers, because people with passions outside of work bring passion to work. This is COHN.



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## How do you choose your partners?

COHN is a full-service agency, but we happily bring on partners that excel in their niches and align with our values, when the scope requires it. We value proficiency, professionalism and personality in our partners. When we collaborate, they become an extension of our team at COHN, as well as our client's team, so it's very important to vet and know the actual people involved—not just the company name or software platform.

Most importantly, we always customize our partners to the account we're serving. In this proposal, we were intentional in selecting our media partner, The Watauga Group, due to its excellence in destination marketing and its regional experience in targeting the markets in the RFP. We also just so happen to like working with the people at Watauga, and we think you will too.





## A GOOD PARTNERSHIP IS SIMPLE

**Tell us what a successful client relationship looks like to you.**

### RESPECT

It is our job to bring something different to the conversation. That means we aren't going to be order takers, but we will give our best all the time, every time. Having open, productive, creative and exploratory discussions requires respect and trust.

**Let's have each other's backs.**

**What does actionable feedback sound like to you?**

### CLARITY

Good ol' Winston said, "Perfection is the enemy of progress." It won't always be right the first time, and it's not possible to progress without clear and solution-oriented feedback. "I don't like it" doesn't fuel progress. "I don't like it *because*" pushes us forward.

**Let's collaborate on solutions and have fun.**

**How do you reset when things go off course?**

### FOUNDATION

It's why we talk about distinction, brand, data, strategy and a North Star on repeat. Alignment. Shared vision. Clear goals. These are the foundational elements that keep us on track.

**Let's rally around a shared vision.**

**How do you celebrate (y)our successes?**

### HIGH-FIVES & BEERS

We'll meet you at Slow Groovin' and the Snowmass Rendezvous! Celebrating success together is actually our favorite part of the job. When you succeed, we succeed.

**Let's high-five till our hands hurt.**

**We stand ready, and excited, to be your  
long-term partner for excellence.**

*Together, we will deliver meaningful results for Snowmass.*

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