



RFP Response: Tourism Marketing

RFP 270-18
Presented to City of Independence

December 2019

Table of Contents

| | |
|-------------------|----|
| Company Overview | 05 |
| Our Approach | 09 |
| Your Team | 15 |
| Measuring Success | 22 |
| Investment | 33 |



Procurement Division
111 E Maple, PO Box 1019
Independence, MO 64051-0519

REQUEST FOR PROPOSAL 19078 Tourism Marketing

ATTENTION PROPOSER – COMPLETE AND RETURN WITH PROPOSAL

Proposing Firm Madden Media Phone Number 520-232-2668
(Please print or type)

Address 345 E Toole Ave. City Tucson State AZ Zip 85701

Name of Authorized Agent Grady Colson Email gcolson@maddenmedia.com

The only authorized source for Request for Proposal (RFP) forms, addenda, and information regarding this RFP is www.publicpurchase.com. Using RFP forms, addenda, and information not obtained from www.publicpurchase.com creates the risk of not receiving necessary information about the RFP that may eliminate your proposal from consideration.

Submit questions regarding this RFP online at www.publicpurchase.com by deadline in the RFP schedule.

Proposals shall be submitted online via www.publicpurchase.com by the date and time indicated. Paper, fax, or email responses will NOT be accepted and will not be returned to sender. Proposals are sealed in a virtual lockbox that can only be opened after the Request for Proposal (RFP) closing date and time, to maintain confidentiality of the proposal. All proposals are subject to the terms and conditions herein.

Submission of a proposal shall be deemed a firm offer and is not revocable within 90 days after response deadline.

AFFIDAVIT

STATE OF Arizona)
)
COUNTY OF Pima)

SS.

Grady A Colson of the City of Tucson
_____, County of Pima, State of AZ,

being duly sworn on her or his oath, deposes and says:

1. That I am the Chief Operating Officer (Title of Affiant) of
Madden Media (Name of Proposer) and
have been authorized by said proposer to make this affidavit on the proposer's behalf;
2. No Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any City employee is financially interested in what the proposer is offering to sell to the City pursuant to this RFP, nor is the proposer a City employee or board member whose proposal creates a conflict of interest. A conflict of interest would arise if any person named in this section is in a position to affect either the decision to solicit proposals or the selection of the successful proposer;
3. Proposer has not participated in collusion or committed any act in restraint of trade, directly or indirectly, which bears upon anyone's response or lack of response to this RFP; and
4. Proposer is responsible for submitting with his or her proposal a record of any discussion with a Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any other City employee regarding this RFP; and
5. The authorized signer of this document certifies that the organization and each of its principals are not suspended or debarred by the City of Independence, State of Missouri or Federal government.

Madden Media (Name of Proposer)

By: SAC (Signature of Affiant)

Grady Colson (Title of Affiant)

Subscribed and sworn to before me this 14 day of NOV, 2019.



Merry Fennesy
NOTARY PUBLIC in and for the County of Pima

State of Arizona

My commission expires: march 2 2021

Dear City of Independence,

Your team has had a bit of bad luck in finding the right agency to work with. You deserve a partner that specializes in tourism, is easy to work with, and is reliable with communication, deliverables, and reporting. Madden is that partner.

With a substantial marketing budget and the need for strong advocacy of those dollars, you warrant priority treatment. Madden values transparency and ensures our team is always accessible. We never nickel and dime—it doesn't benefit our partners, and everything we do is for you. Your team chose us as your Official Visitors Guide Partner, and we are confident that being your Destination Marketing Partner will extend your brand and budget beyond what you've experienced before.

Together, Independence and Madden will execute a multifaceted marketing strategy that increases visitation to City of Independence and is backed by performance data when you need it, and never a moment later.

Let's inspire visitors together.



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37 YEARS

Of experience as a
destination marketing
agency

100+

Marketing experts
specializing in travel
and tourism

10+ YEARS

Average partnership

29 AWARDS

Earned over the last five
years with our partners
in destination marketing
campaigns



Company Overview

Why Madden?

Madden uses innovative, technology-driven marketing strategies to provide solutions for our partners. Our team impacts the growth of communities by creating personalized, immersive content that connects people to places. We create so much more than digital marketing campaigns, websites, and amazing travel guides—our omni-channel approach allows for audience engagement across unlimited platforms. By working with Madden, you get the ability to become more agile with your marketing. We find opportunities to place your creative and optimize your campaigns without signing up for long-term programmatic buys. You deserve flexibility rather than becoming another buyer in the queue.

TRAVEL & TOURISM EXPERIENCE

Madden has decades of tourism marketing experience and has evolved from a print publisher into an omni-channel agency exclusively serving DMOs. We have applied our passion for telling stories in glossy pages to every aspect of our work in the tourism industry. Over time, we've learned that telling a destination's story is the best way to connect people to places. We use the latest technologies, trends, and tactics to deliver successful campaigns to our partners, and we'd have it no other way.

DATA-FIRST STRATEGIES

Everything we do is driven by data. From research your team has gathered and conducted to providing performance measures for your stakeholders, we consider all available information at every stage of your program. Your campaigns will be optimized throughout the year based on the actionable insights data provides. We're so passionate about data that we provide a customized reporting dashboard for our partners.

PROACTIVE SUPPORT

Creative, innovative, strategic, and quirky—Team Madden provides the highest level of customer service and has fun in the process. We don't sleep at the office, but we do work tirelessly to perfect campaigns that inspire consumers and lead to travel. You'll have access to a team of self-proclaimed marketing nerds who love travel. One call to your Account Director gives you access to all of our marketing experts, making your workload lighter.

DID YOU KNOW?

Madden has 24 years of supporting Missouri partners under our belt. The average MO partner receives 38.3% of their total website traffic from Madden's campaigns.

How We Think

The only constant we see as an agency is continual change, where the norm is blending technology and creativity together. We continue to evolve based on data, performance, and alignment to marketing goals and objectives. Our internal culture and hiring practices seek out those who can foster innovation and performance. The most recent themes we've incorporated into our marketing philosophy include:

TRAVELER INTENTS

Gone are the days when throwing a wide net with marketing materials is an acceptable approach. Even just targeting by demographic, geographic location, and other common capabilities, we believe, is thinking too small. Madden will help focus your marketing for travel intents rather than stereotypes about gender, age, and sexual orientation.

COLLECTIVE IMPACT

We have to think beyond "Heads in Beds," and only promoting attractions, restaurants, and events. Every business in the destination should be combining resources to deliver consistent messaging to grow visitation. This boosts economic development, growth in meetings and conventions, leisure travel, and ultimately benefits the community.

EVOLUTION OF THE DMO

As technology evolves, DMOs and CVBs are no longer the authority for information on a destination—Google provides locals and travelers the most up-to-date listings and maps. Top DMOs are focusing their efforts on providing consumers with inspirational content that guides prospective visitors to learn more and ultimately book a trip.

LEADING WITH CREATIVE

Beyond stories, fonts, and colors, branding is all about how your destination is perceived, how it makes consumers feel, and how it differentiates you from other places. Our experienced team will work closely with you to maintain consistent branding across your entire campaign. Your vision, promise, personality, pillars, position, and target audiences will be clearly defined with each marketing piece that we create.

DIVERSITY & INCLUSIVITY

The beauty of the world we live in stems from our diversity, and Madden is proud to be an inclusive marketer. We support partners in highlighting their offerings for different cultures, ethnicities, identities, generations, socioeconomic status, and abilities, because we truly believe that the world is a better place when people are able to travel. Representation in marketing materials and personalized content goes a long way to enabling these audiences to be able to picture themselves in the destination.

Travel opens people's eyes to new places and cultures, which in turn makes them more open and accepting of differences. We know our work helps make the world a better place to live, explore, and work.



What We Do

As a full-service, destination marketing agency, Madden has every ability to be Agency of Record for City of Independence. These are our core areas of expertise:

STRATEGY

Account, Media, and Creative Directors lead strategy development for your campaign while their extensive team of experts handles implementing. The Account team works with you to deliver the optimal marketing solutions for your destination. These individuals understand consumer behavior and use innovative marketing tools and tactics to connect people to places. The Media team is responsible for developing, optimizing, and tracking effective campaigns using a combination of online tactics, including paid, social, and earned media across all channels. The Creative team brings your message to life through any and all visual and content means. The designers within the Creative team provide unique solutions and strategy across all design disciplines, and are skilled in using imagery, typography, color, and composition to inspire engagement and influence decision-making. Content experts are responsible for creating strategy and providing written and visual stories that are on-brand, observe Search Engine Optimization best practices, and are primed for success across all channels. The Technology team develops web-based solutions using a variety of tools and platforms based on client needs. A deep understanding of managing and reporting on web metrics, ability to create custom code and templates in CMS systems, and experience maintaining existing code make this team well-rounded.

MEDIA

Search, display, social, video, native, and placed media; if it's digital (or traditional), we do it. Our Media team is expert at targeting solutions, ad placements, social management and optimizing campaigns. Our Digital Marketing Specialists maintain certification and on-going education in several Demand-Side Platforms (DSPs) to serve up campaign performance with cutting-edge innovations like machine learning or the latest beta offerings in the industry. Unlike other agencies, we handle almost all of our digital media in-house, only working with a few select highly vetted vendors. Our Media Directors submerge themselves in a truly omni-channel approach; we also have a staff of media buyers with 23 years of experience ready to negotiate buys for anything from print, billboards, and broadcasting, rounding out full-service agency offerings for DMOs.

CREATIVE

One of our strengths is developing creative to drive brand messages. Whether this takes the form of photography, video, ad development, custom content creation, websites, influencers, or print guides, our team dials into your brand to deliver award-winning creative.

TECHNOLOGY

Our capabilities in the technology realm include integrating Natural Language Processing into your strategy, completely redoing your website using Growth-Driven Design or traditional website redesign processes, custom-coding apps and APIs, and creating interactive webpages and emails.

PUBLIC RELATIONS

Whether you're in need of communicating through a crisis or touting a budget increase, our Public Relations team provides a strategic, holistic approach to heighten your destination's authority and brand.

ENGAGEMENT & ADVOCACY

Often overlooked by regional and national marketing efforts is the importance of activating in-state businesses, residents, and travelers to engage with the brand and immerse themselves in the experiences that non-resident travelers are encouraged to enjoy. This local engagement and advocacy for the brand and the experiences to be had is invaluable to the success of generating brand reach and non-resident travel.

Madden's focus on and deep understanding of the tourism industry has allowed us to work with partners of DMOs and CVBs of all sizes, create efficiencies, and guide destinations toward creating a strong, singular brand message that connects with prospective travelers.

These experts come together to develop a holistic strategy for your campaign that spans digital and traditional channels.

Our Approach





The First 90 Days

ENSURING SUCCESS OUT THE GATE

Onboarding & Collaboration

Getting aligned with your goals and needs will be our first priority in laying the foundation of your media strategy. Collaboration begins with a strategy meeting with your team where we dive deep into your challenges and goals. Here we will flesh out recommendations for creating custom campaigns that align directly with your KPIs.

We'll work closely with your team to further define your target audiences using personas. Your message and promotion strategies should be different for inspiring locals to attend evening events year-round compared to developing brand awareness with families planning a trip who are looking for fun activities.

We immerse ourselves into your destination by gathering as much information as possible to educate ourselves on what's worked well in the past, where challenges have arisen, and what opportunities remain untapped. Here are some of the things you can expect from Madden during the alignment phase:

- Key team members will travel to your destination to get to know you, your brand, and your destination better
- Dive into deep competitor and market research
- Analyze your current marketing efforts and examine what is and isn't landing with your audience
- Build audience personas and holistic campaign strategy

Once we have gathered all the information needed, we develop and share a thorough analysis that includes audience personas, campaign recommendations, key performance indicators, and destination positioning that will guide our media strategy.

Creating Your Custom Media Plan

Next, we develop a campaign calendar and focus on the best opportunities to place media and effectively balance our tactics between impactful awareness, inspiration, conversion, and advocacy. Madden's account management and media teams have spent years developing relationships with media partners like Google, Facebook, and TripAdvisor. We also recognize there's always opportunity to expand into new relationships when the goals of a campaign lean toward more innovative channels. The vast majority of Madden's digital services and media are planned, purchased, and managed in-house, meaning we're in a strong position to pass savings directly to our partners. Once this process is complete, your media plan will be developed and presented to you, often within a matrix framework to ensure media effectiveness while allowing the strategy to continually explore new opportunities:

- ~60% of the media spend to proven channels and proven messaging
- ~15% to proven channels and innovative messaging
- ~15% to innovative channels and proven messaging
- ~10% to innovative channels and innovative messaging

Media Planning Philosophy

Your media plan should support your efforts to develop strong connections with those visitors so they decide to travel to your destination. One of our goals with every client is to increase visitors' emotional appeal toward the destination—inspiring their visit to be more than just a couple of hours. Experts from each team come together to develop this plan by taking a look at your brand, goals, desired audience and niches, as well as combining the data with their experience and expertise to recommend platforms and tactics for your campaign.

NO CHANNEL RULES THEM ALL

We have tried it all: single channel approaches, search at the consumer's moment of discovery, social media, programmatic, new media channels. What have we learned? No one wins all the time. Even proven channels will see performance fluctuate on both execution and cost. New media channels will work great for a while, and over time they no longer perform or consumers grow tired of them. With continuous optimization and research, your outcomes remain constant above all else.

BUYING MEDIA

When we buy your media, we're transparent with our direct costs for this media spend so you can see the value of our team and performance. We focus on outcomes and conversions over total impressions and clicks. Metrics like CPCs, CPMs, CTR, CPE, CPV, etc. help us get estimates for performance, but our goals are driving economic impact by getting visitors to your destination. We talk in terms of CPAs and align our marketing campaigns against the value of your various products. Our Media team works on digital platforms to place minimums and optimizes as the campaign runs for best ROI. For traditional media and specific digital buys, our media directors communicate with platforms to negotiate buys.

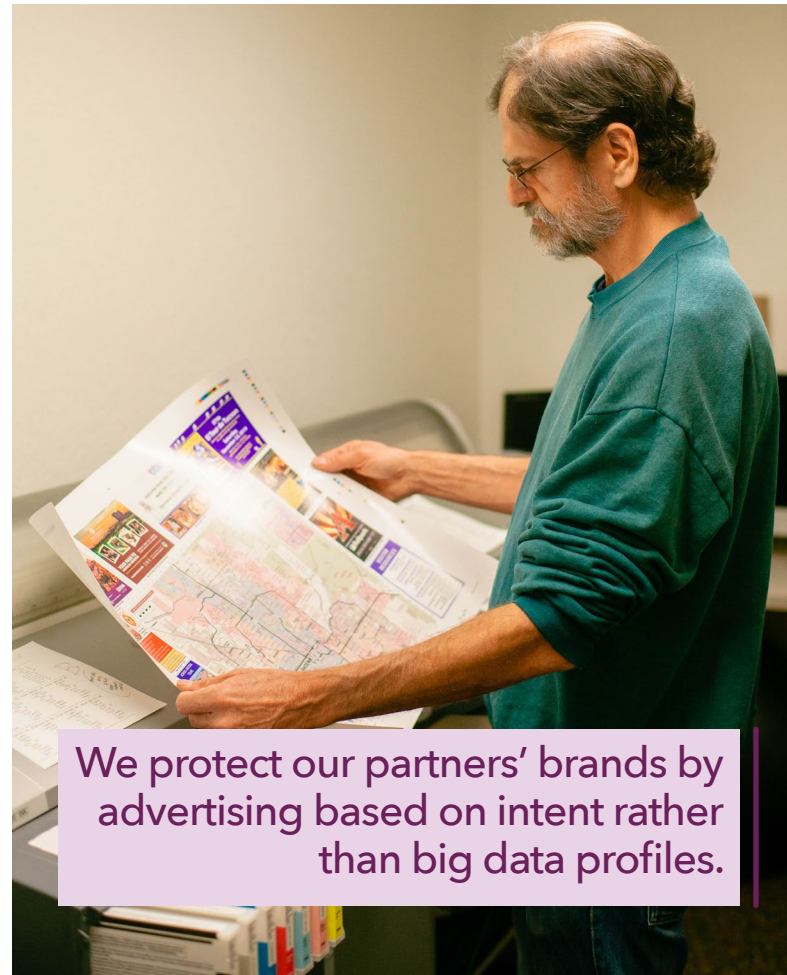
RESPONSIBLE MEDIA PLACEMENT

The world of media continues to evolve—from connected TV to new privacy rules and regulations like GDPR and CCPA. We have a supported bias in choosing first-party platforms to place your media through established programmatic placements. The duopoly of Facebook and Google coupled with great advertising products make them the core of our recommendations. These platforms continue to make efforts to increase consumer control of their privacy. They also emphasize brand protection as a pillar of their philosophy with tools to ensure your brand is shown next to contextually relevant pages.

REFINING STRATEGY BASED ON DATA

Once our strategy is refined and in place, we revise targeting and spend for each campaign element to improve ROI throughout the year as your campaigns mature and data is analyzed and shared. Transparency in what's working, what we can improve, and the action items our team will pursue means you and your stakeholders are always informed about the continuous improvements on your campaign.

Madden's experts focus on reaching audiences that are interested in the offerings we promote—we don't waste ad impressions on consumers that have told us they're not interested by taking measures to avoid receiving ads.



We protect our partners' brands by advertising based on intent rather than big data profiles.

Media Planning Philosophy, continued

SEARCH: MODERN TECHNIQUES

Search will go visual starting this fall. From SEM Gallery Ads that incorporate visual elements to dynamic Discovery Ads that reach 800 million people via Gmail, YouTube, and the Google Discover feed, there are new ways to reach your target audiences searching for fun activities. We recommend investing a higher percentage of your budget in video as part of your search strategy—YouTube is the second most-used search engine in the world and is seeing great results.

According to the YouTube team, running three- to six-second bumper ads had 107% higher ad recall and 134% higher purchase intent than the longer, 30-second video ads.

SOCIAL: IMAGES + FOMO

After search optimization, we see social media as the next core part of any campaign. Social media includes a wide variety of channels such as Facebook, Instagram, Snapchat, Pinterest, and more. Depending on your audience and engagement strategy, the recommended spend for any of these platforms will vary.

EMERGING MEDIA

With your budget, we will focus on implementing our recommended core media buying before coming to you with new channels, especially those we have not seen tested elsewhere. Once we have a strong foundation, we will evaluate new channels and media. These efforts will all be tagged and attributable to this new spend to compare against your foundational approaches. In many places, we have moved emerging media channels to new efforts on core media, such as moving Snapchat budgets to YouTube, because our pilots in those areas performed better. We have tested this against many different types of display advertising providers, all with their unique spin on different audiences. Our goal is to give you the best performance for your budget, not to use your funds as part of our research and development efforts.



The Future of Digital

With the constant innovations in marketing technology, your content strategy needs to respond to the way virtual assistants (and voice search) are changing how users are searching for and purchasing goods and services. True Natural Language Generation, where Artificial Intelligence (AI) can write and adjust content for you—beyond facts, events, and chatbots—is still several years out. Just take a look at those funny posts on Facebook that highlight an AI app reading a book and then writing its own chapter. The results, while hilarious, are not ready for marketing to use. But we do believe that your content strategy has to take these technologies into account. The future of content is much more than just written words on a page, screen, or tablet. By using commercially available tools that use Artificial Intelligence and Natural Language Processing (NLP), we can enhance, measure, and improve your content.

In 2013, Google launched Hummingbird, an algorithm that considers user intent and context in searches. This completely changed digital content and strategies had to adapt, for the better. The practice of keyword stuffing was no longer applicable and content that focused on what audiences wanted to know got the attention of search engines.

Voice technology and virtual assistants are the next step in this evolution of Google trying to have conversational interfaces that have Natural Language Understanding. The goal is that the interfaces can understand and interpret the user and respond in a way that is helpful and feels organically human. We're seeing the effects of this research today, though it is still being worked on and perfected. Using NLP, Google "learns" users' languages, accents, patterns of speaking, as well

as interpreting the context of the user's question. And it responds with the information it thinks the user is asking for. These search results are not always perfect. Sometimes Google misinterprets what the user is asking, but it is continually improving and content must keep up.

For example, a user searching via text might search "restaurants near me" because we've been taught to ask questions that way to get the proper response when searching. But if we ask the question, "Siri, where can I grab lunch?" Google has to interpret that the user is looking for restaurants closest to the user's geographic location. It may even prioritize restaurants that the user visits often.

Currently, the majority of digital content is written to respond to the first query, not the second. But with 20% of Google searches being via voice¹ and "near me" searches growing over 130% year-over-year,² digital content has to start responding to, and being structured for, those searches. Keyword research (while still important) will not help as much with voice search.

So what can you do? You've invested time and resources in your library of content; do you have to throw it out and start new? No.

With search using AI and NLP to discover and serve content, we need to use the same type of tools to help produce and improve your content. Most social media marketers already are looking for negative, positive, or neutral language to understand how content is being received by target audiences, so you may already be using some relevant tools to measure sentiment across social marketing and listening efforts.

¹ Search Engine Land; ² Google



The Future of Digital, continued

IMPROVING AND GROWING YOUR CURRENT CONTENT

AI and NLP APIs can help us audit your content for opportunities, including topics, subtopics, and keywords. We can look into these related topics to enhance and enrich the content on your site to respond to users' voice queries and search behaviors. For those areas where you have missing topics or content gaps, we will prioritize your content plan around those areas.

BRINGING IN PERSONALIZATION

Using the power of Google's NLP research and APIs, we can classify and tag content to provide better personalization. Think of it: rather than searching for articles that have the keyword "family," NLP takes into account the personas of people who are searching for articles with that keyword and looks at the context of the question being asked. Then it provides content that the user would be interested in, even if it doesn't have that keyword. And, just like Google does with Hummingbird, you can learn about your audience as they interact with your content across all platforms.

CHANGES IN SEO

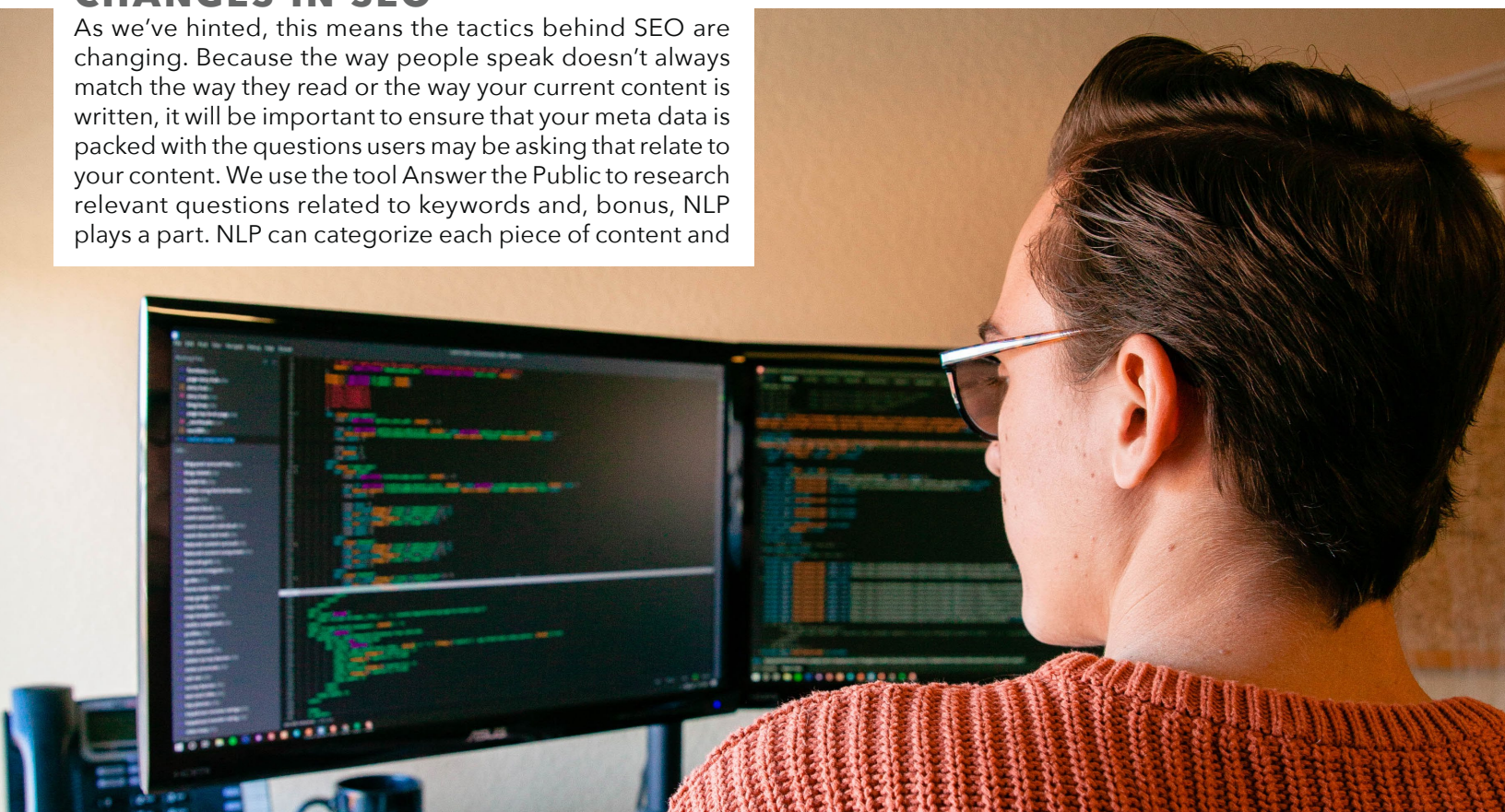
As we've hinted, this means the tactics behind SEO are changing. Because the way people speak doesn't always match the way they read or the way your current content is written, it will be important to ensure that your meta data is packed with the questions users may be asking that relate to your content. We use the tool Answer the Public to research relevant questions related to keywords and, bonus, NLP plays a part. NLP can categorize each piece of content and

add more meta data tags than a human user would ever have the patience or time to add. As voice search and AI become more prevalent in the way we use search and interact with content, optimizing for this technology will be crucial.

CONTENT SHOULD FUEL YOUR MARTECH INVESTMENTS

You already have a growing suite of MarTech tools from personalization to marketing automation. But how do you make these tools valuable for your existing content? Many companies will say that connecting these tools to appropriate taxonomies is a manual and tedious process. Our team disagrees. With the right expertise and talent (hint: our team has both), NLP can help make your MarTech investments even more powerful by sending processed data to your current tools.

This is made possible by using features such as named entity extraction, key phrase identification, concept classifications, hashtag extraction, and much more. Adding a new persona, concept, or hashtag to your marketing plan? You can identify where to make those changes in minutes and update your entire content library within hours by leveling up your content strategy.



Creative Approach

GETTING TO KNOW YOUR BRAND

Whether we're helping clients with an entire brand rehaul and building a brand from the ground up, breathing new life into the current brand and bringing it to a more up-to-date place, or building upon the existing brand with additional assets and materials, we take an active approach in our clients' brands. We should know your brand inside and out just as well as you do. And an integral piece of understanding a destination's brand is truly understanding a destination. Being able to have our creative teams understand your destination not only from a local's viewpoint, but also from an authentic visitor's view is essential to being able to bring strategy to the table.

SEARCH DEMAND GUIDES CREATIVE STRATEGY

When your consumers begin a search, they are seeking information. Through a robust content strategy, with search engine optimization as a core tactic, you can make Independence the answer visitors are looking for. Our experts take a look at search demand before moving forward with strategy recommendations, so anything we create for you will always be primed to draw the interest of search engines and ultimately bring organic traffic to your site.

DRIVING BRAND WITH CREATIVE ASSETS

When looking at developing photography and video for our clients, we have found strategic ways of creating efficiencies in order to save time and lower costs. We combine photography and video into a single shoot. By using a high quality camera and hiring an expert videographer/photographer, we can export high resolution images from the video shoot which then are added to your asset library.

When looking at a shoot, we do a ton of prep work. We do deep research into photographers and videographers in the area whose work and creative eye is closely aligned with your brand look and feel. In collaboration with your team, we create a shot list to specifically capture each and every shot you desire. We hire talent who fit in your target demographic so when viewers watch the video, they can imagine themselves immersed in your destination. We scout locations, identify props, and secure film permits and model releases. A multi-day shoot requires a lot of coordination, so we stay on top of managing that process with a detailed production schedule.

USER-GENERATED CONTENT

Social media is the new word-of-mouth. By introducing UGC into our storytelling and creative efforts, we give consumers an authentic look into the places they're most interested in visiting, as well as exposure to new places they might not have considered before. Madden offers influencer marketing and Social Fidelity (So-Fi) videos to our partners as a way to take advantage of the type of content that target audiences are most inspired by—real people showing and telling their peers about their amazing experiences. We combine these tactics with custom social media campaigns in order to encourage engagement, support your marketing efforts, and develop a consistent brand message.



Initial Recommendations for City of Independence

With our first look into your brand, the tactics you are currently employing, and the audience you are reaching, we have some initial thoughts on how we would handle being your Destination Marketing Partner. These thoughts, however, are in the early stages of development. As part of our full process, we work collaboratively with you to develop the strategy and direction of your destination, and the materials that reflect it. We have carefully reviewed the Scope of Services in your RFP, and are prepared to fulfill all of your needs, including meeting and communicating with your team on a regular basis, media planning, executing quality deliverables, keeping you updated on the performance of your campaigns, and ultimately helping you reach your goals.

STRATEGIES & TACTICS

Increase Digital and Integrated Marketing

City of Independence invests a large percentage of budget in print. While we believe in the value of print for brand awareness, we recommend that our clients integrate print and digital buys for a better ROI. In the digital space, results are more easily captured, measured, and attributed. Our strategy in our first year of partnership would be to take 45-50% of your budget into the digital space while reducing print media to 25-30%. We would then establish new baselines and modify the second year plan to emphasize the areas of strongest return.

Explore Out of Home Opportunities

Madden has extensive out of home capabilities that we think would be a good fit for City of Independence, such as billboards and bus wraps. Our experts recommend a small test campaign in year one. However, if after collaborating with your team and stakeholders we determine this is not a viable option for our initial media plan, we will reallocate these dollars to your digital promotion.

Consolidate PR Into Media Costs

As your Destination Marketing Partner, Madden would be happy to take on your Public Relations as part of our work together. We believe the efficiencies that our experts will create in your media costs will offset any additional budget needed for PR.

Continue Participation in MDT Co-ops

Your buying power is increased when you partner with Missouri Division of Tourism. As a longstanding partner of MDT and other Missouri DMOs and CVBs, we understand the market, support partners by helping them meet state grant requirements, and the value of cooperation over competition. We will allocate a significant portion of your digital media budget into the Search Co-op in order to capitalize on MDT's valuable site visitors.

TARGET AUDIENCES

Madden will complete research into your target audiences as part of our kickoff sessions and create personas that will be used for our promotion. Until this process is complete and our most promising audiences are defined, we will focus our efforts on:

- General Leisure
- Group Tours
- KC Visitors
- Regional Blue Collar
- Heritage Bucket Listers
- Genealogy Enthusiasts
- Drive Markets

Your Team



Madden's Extensive Experience

As previously mentioned, Madden has 37+ years of experience marketing destinations across the country. We specialize in the tourism industry because it's our passion—we believe in the power of connecting people to places.

Madden's successes are numerous, and we have the awards, accolades, and testimonials to prove it. Measuring return on investment, monitoring KPIs, and proving our marketing efforts truly inspire consumers to plan and book a trip are important, and we ensure our partners have all of the data they need to make informed decisions—but success is determined by more than numbers. Our work does more than drive website traffic, sell tickets, and increase tourism year-over-year. We help our partners connect with consumers on a personal level, tell stories about their hidden gems, and ultimately change the way people think about a destination.

OUR PARTNERS

Madden's dedication to partnering with destinations and tourism-focused entities is clear. We work with 2,000+ clients; these are a few of our most robust partnerships:

- Arlington Convention & Visitor Service
- Beverly Hills Conference & Visitors Bureau
- Bozeman CVB
- Bradenton Area CVB
- Branson Lakes Area COC/CVB
- Bryan/College Station CVB
- Buellton CVB
- Buffalo Niagara CVB
- Charleston WV CVB
- Citrus County VCB
- Clay County Commission
- Explore St. Louis
- Grand Canyon Resort Corporation
- Greater Galena Marketing Inc.
- Kansas City KS CVB
- Lake Havasu City CVB
- Lake of the Ozarks/Tri County Lodging
- Lubbock CVB
- Lubbock Economic Development Alliance
- Meet Chicago Northwest
- Pebble Beach Concours d'Elegance
- Saint Charles CVB
- South Carolina Dept. of Parks, Recreation & Tourism
- South Carolina's Hammock Coast
- Springfield CVB
- St. Joseph CVB
- St. Lucie County Tourist Development Council
- Table Rock Lake Area COC
- Tickle Pink Inn
- Traverse City Tourism
- Visit Bellevue Washington
- Visit Carmel-by-the-Sea
- Visit Cheyenne
- Visit Lake Geneva
- Visit Tampa Bay
- Visit Valdosta CVB
- Wisconsin Department of Tourism
- Wyoming Office of Tourism

EXPERIENCE IN MISSOURI

Madden and the Missouri Division of Tourism go way back. We've sold, written, edited, designed, and published their official travel guide for 24 years—and have added digital elements to their marketing efforts along the way. In 2018, we expanded the guide's digital presence with an interactive content hub, where the feature stories found in the guide live alongside seasonal digital exclusive stories that keep readers coming back year-round. Madden offers multifaceted digital co-op packages to Missouri Division of Tourism's partners that act as a foundation of their digital campaigns. Through collective impact, we are able to maximize partner budgets, decrease competition for impressions and clicks, and ultimately increase travel.

Introducing Your Team

Madden deploys an agile methodology to our team structure and partner management. Our structures ensure you get direct content with key account, creative, and media experts while maintaining a single day-to-day account manager to keep communication both consistent and simple. Below are the team members who will be working on your account.



Ryan Callison
Account Director

Ryan will be the driver of all account strategy and communication. His past experience as Director of Marketing at Visit Frisco and Experience Arlington give great insight into the challenges DMOs face. Ryan joined team Madden earlier this year.

Résumé: bit.ly/RyanCallison

Kim Thompson
Director of Business Development

Kim works directly with clients, developing strong relationships as she helps strategize creative marketing solutions. She will work alongside the team to ensure the full scope of services is delivered to your complete satisfaction. Kim has worked with Madden more than 14 years.

Résumé: bit.ly/Kim_Thompson



Crystal Allen
Account Manager

Crystal is a master coordinator who works with all of Madden's teams to ensure projects are completed on time and on budget. Since joining Team Madden in 2018, she has proven to be a strong problem solver and asset to our partners.

Résumé: bit.ly/CrystalAllen

Alexis Favis
Media Director

Alexis is a digital marketing expert who ensures campaigns perform to maximize successes. Her efforts increase the effectiveness of our tactics and provide better ROI for partners. Alexis has been a digital marketer with Madden for over 10 years.

Résumé: bit.ly/AlexisFavis



Kasey Schnormeier
Senior Campaign Manager

Kasey works closely with you to ensure every aspect of your campaign is running smoothly. From asset collection to status updates on complex projects, she is there to provide support. Kasey has worked with Madden for more than five years.

Résumé: bit.ly/KaseySchnormeier

Sonia Campbell
Digital Marketing Specialist

Sonia has been a digital marketer with Madden for six years. Her certifications include: Google Search, Display, Mobile, Video, Analytics, and Microsoft Advertising; she is SEO-certified via Moz and Bright-Edge and Growth-Driven Design-certified via Hubspot.

Résumé: bit.ly/SoniaCampbell



Your Team, continued



Louie Christensen
Creative Director

Louie leads a team of Content and Creative experts. He creates campaign strategy, leverages market data, and ensures all content is on-brand and consistent in terms of style, quality, and voice, and optimized for search and UX across distribution channels.

Résumé: bit.ly/LouieChristensen



Jeff Atwell
Content Strategist

Jeff is a strong writer and editor skilled in telling the unique stories of our clients. He has worked with Madden over 16 years and is an expert in delivering content that creates an emotional connection with readers. While his specialty is print, Jeff is no stranger to all creating all forms of content.

Résumé: bit.ly/JeffAtwell



Marissa Selby
Content Specialist

Marissa uses the power of storytelling infused with strategic, data-driven content to create engaging copy across multiple platforms. Close communication with clients ensures brand-amplification and an authentic voice that inspires travelers.

Résumé: bit.ly/MarissaSelby

Neil Bernardo
Creative Strategist

Neil is a designer with over 22 years of experience who has a strong background in website design. He pays particular attention to UX capabilities and best practices, ensuring each design element and creative strategy is consumer-friendly.

Résumé: bit.ly/NeilBernardo



Charina Gardner
Creative Specialist

Charina works to provide clients with unique solutions across all design disciplines. Her designs inspire engagement and influence attitudes and decision-making through masterful use of imagery, typography, color, and composition. She has worked with Madden over five years.

Résumé: bit.ly/CharinaGardner



How We'll Work With Your Team

COMMUNICATION PLAN

When managing complex campaigns, frequent and deliberate communications are key. The management of your campaigns will mean your Account Director & Account Manager effectively communicate with your Campaign Manager on resource allocations. The Account team will also work closely with your Creative Director and Media Director to ensure all campaign components are delivered on time and on budget.

To ensure effectiveness in communications and centralize all knowledge, we invest in enterprise-level Professional Services Automation (PSA) for our project management and communicate internally through this system to ensure that each campaign is managed with the detail needed to deliver success.

Madden's Agile Methodology

Madden has also implemented an agile approach to our work flow in order to complete projects quickly and efficiently. Your Account Manager will keep you proactively apprised throughout the process so you're fully up-to-speed on the status of all projects. We will collaborate with your team to ensure the frequency of communication meets your needs.

Madden works under an agile development methodology that greatly reduces the risk of large scale errors or omissions. This approach means delivery expectations are managed in short iterations—one- to three-week sprints—rather than long term development cycles. This keeps us nimble and allows us to address issues quickly and effectively without delay.

Our partners also enjoy this process as it is entirely transparent:

- The goals and objectives for each sprint are clearly documented and agreed to
- The desired requirements and outcomes are further discussed and elaborated on, as needed
- The team and the customer explore risks and dependencies
- The team makes an explicit commitment about which requirements will be delivered

Throughout the sprint, our team checks on expectations by showing work in progress to the customer. At the completion of each iteration, team members show the stakeholders all the completed work in a demonstration review further ensure error-free work through collaboration.

RESOURCES AVAILABLE

As previously mentioned, City of Independence deserves a partner that delivers on what they promise. Madden understands the challenges you've faced with other agencies, and we want to assure your team that we have the resources available to meet your needs. Each of the people we've recommended for your team work together as a cohesive unit to provide your campaign a well-rounded strategy. In addition to these key teammates, Madden has over 100 employees, all of whom are capable of working on your account.

QUALITY ASSURANCE

We don't have a team dedicated solely to QA. Why? We believe each team member brings a unique view to the QA process. We implement several rounds of quality control with each team member involved to ensure we deliver excellent products. As a staple of our agile methodology, QA doesn't just happen once, it happens throughout the entire process.

Measuring Success



Analysis & Optimization

As campaigns deploy, we monitor performance daily to discover additional opportunities to maximize your marketing dollars and equip you with the ability to monitor performance via Madden Voyage, our Domo dashboard reporting platform, at the same time (read more about Voyage on page 26). Throughout the analysis, we provide proactive insights to your team and agency stakeholders. Performance will be measured based on the key performance indicators we establish in the beginning, such as:

- Audience reach
- Ad engagement
- Website traffic
- Website engagement
- Social engagement
- Conversion activities
- Arrivals

TAKING ACTION BASED ON PERFORMANCE

Based on this analysis, we take action by shifting dollars to maximize high-performing buys as the campaigns progress and further optimize, minimize, or conclude lesser performing placements. Our media plans are never set in stone. We understand the need to stay nimble in today's budgeting and marketing climate. Working with Madden, most of your media will be placed directly by us into ad platforms with the ability to stop and start as needed. That means your budget is not completely locked into contracts with other vendors.

Media plan analysis and taking actions to optimize are ongoing throughout the flights. Your strategy will continue to evolve from day 10 to day 100 to day 365 (and every day in between) as we learn what's working and what's not. Each campaign will tie back to key performance indicators identified prior to media activation with established goals to easily know where opportunity exists. When day 365 does arrive, we will create a complete narrative on the program's holistic performance based on the reach, interactions, conversions, and steps taken through its run to guide us into future years.



Using Research to Inform Action

HOW WE MEASURE EFFECTIVENESS

Measuring marketing effectiveness involves looking at performance across the entire consumer journey to understand buying behavior. We take a digital-first approach to our research and effectiveness studies. Whether it be Brand Lift studies from Google, mobile data analytics from UberMedia, Visitor Intercept Studies, or Qualitative Research; we understand the need to ensure campaign effectiveness. The data you need will always be at your fingertips.

We begin our research by looking at efficient and cost-effective means of fully understanding your current visitors:

- Identifying the visitors to an area
- Determining where visitors live and work
- Describing their demographics
- Analyzing their behavior

While there are many vendors in this market, we have found the research from UberMedia to be among the best. UberMedia is a mobile data analytics company providing location-based behavioral information and analyti-

cal insights. The company collects, prepares, and disseminates mobile consumer data focused on location and behavioral information.

Using Visitor Data

We understand the need to prove the effectiveness of your marketing in addition to knowing where to market. With UberMedia, you gain the ability to understand the source markets of people visiting your destination. This occurs by discovering visitors' mobile device IDs—their cell phones—within a geofence of your destination.

We start with the locations of your hotels, then work with UberMedia to create a traffic map that tracks the movements of Mobile device IDs that have stayed in these hotels. These movements will show areas that are over- or under-trafficked by visitors, so we can adjust your marketing plan to take into account those areas that may be oversaturated and provide insight to the visitor so that they have a truly unique experience, not everyone else's vacation.

Taking this strategy one step further, we compare IDs to where the device regularly resides during

their overnight hours to establish a Common Evening Location (CEL) or their home origin. This data provides us the information to see if a device that was targeted by marketing visited Independence, and allows us to see whether the marketing to an origin market is increasing visitors on a year-over-year basis.

Four Year Plan

Madden recommends engaging UberMedia, our partner in capturing mobile location data, analyzing results, and providing advanced market research. Through this engagement we would first conduct a study looking at visitation to our destination over the past two years: the origin market by DMA, the demographic profiles of visitors, and the audience affinity categories of each. This research would be broken out seasonally to best assess visitation and opportunities in meaningful timelines. Upon initiation of new marketing efforts, the data will be revisited each season to analyze for changes, opportunities, and improvements in each of the target markets, profiles, and affinities. Markets and messaging would be honed based on the analysis provided to ensure optimal return on marketing dollars.

Using Research to Inform Action, continued

DEVELOPING PERSONAS

Madden is skilled in creating unique personas for segmented targeting for DMOs. Partners like Visit Tucson, Visit Tampa Bay, and South Carolina's Hammock Coast are able to customize their message to visitors with specific interests such as renting vacation homes, tasting the best local craft brews, and devouring the best street tacos. Another advantage of segmenting audiences is extending specific targeting to their partners. For example, Hammock Coast's program targets niches interested in Family, Culture, Beach, Couples, Shopping, Outdoors, Relax, and Dining.

STRATEGIC PARTNERSHIPS

Madden is a Google Premier Partner, a designation only awarded to the top 3% of companies participating in the partnership program. As a Google Premier Partner, we learn about the latest offerings from the #1 search engine, and we're excited to incorporate them into your campaign. We are also one of the select agencies that has Managed Partner Support through Facebook. These direct connections to the biggest first-party digital marketing platforms give us access to exclusive products, expedited service, and valuable resources.

AGENCY TOOLS

Madden uses research from 10+ years of proprietary travel-specific digital marketing data from hundreds of DMOs to inform media plans for our partners, in addition to utilizing data from these platforms:

- UberMedia
- Google Analytics
- SharpSpring
- Crazy Egg
- Moz
- SEMrush

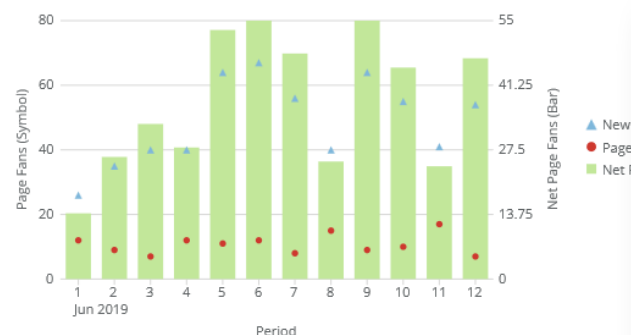
Google Analytics

As a best practice, we recommend implementing Google Analytics as well as Google Tag Manager on your site, as it allows for easy management of all needed tracking pixels. Adding the Google Analytics tag doesn't only allow you to glean insights into your audience and the site's usage. It also allows us to take a look at what is and isn't working on the site in order to optimize for a better user experience that encourages the actions you want them to take.

We will work with you to clearly identify opportunities for event tracking and goals so you're set up for success from day one. Tracking traffic, visitor flow, events, and goals with Google Analytics is a given, and we'll continuously use the information to determine our next moves. Our Google-certified experts will optimize your digital marketing to help you reduce bounce rates, bring new audiences to your site, and increase engagement. Our strategic media plan will boost inspiration and drive conversion—Google Analytics will prove the tactics used deliver results that meet (and often exceed) industry standards.

Net Page Fans by Day

16.75 % Change over 7 Days



| | |
|-------------------------------|-------|
| Content: DE 1: Artful Arch | 5,870 |
| Content: 3: Pie in the 314 | 3,000 |
| Content: 2: Gateway Arch | 2,991 |
| Content: 1: Ice is Nice | 2,980 |
| Content: Wild Waters | 2,143 |
| Content: Feasting | 1,999 |
| Content: 4: Sipping St. Louis | 1,705 |
| Content: DE 8: Comedy | 1,648 |
| Content: Deja Vu | 1,016 |



Madden Voyage

We want you to have a robust understanding of your data, so we power your research through Madden Voyage. This is more than a reporting platform. Voyage is your complete solution to gather, integrate, and analyze your data—increasing your ability to share, innovate, and collaborate. It's never been easier to explore and visualize your data.

BENEFITS

Voyage utilizes the power of the Domo business intelligence platform and is **included as added value worth \$30,000** in licensing fees and administration.

You'll have on-demand access to dashboards built for you which track and measure all activities related to your marketing efforts. In addition, we can connect any other vendors or platforms so you can see a holistic view of your entire marketing spend in one place and easily report to your board. We bring more than research; Voyage helps you visualize and explore your KPIs and more effectively connect your destination with travelers.

Data is displayed based on your preferences to highlight the KPIs that are the most important to you. The best part? Voyage allows our teams to easily collaborate and share data faster than ever before. You can:

- Interact with your dedicated team via chat
- See how many inspired travelers you're reaching through interactive reports
- Schedule automated reports to share with your stakeholders

We understand that a huge part of your job is proving to your community, stakeholders, partners, and board that you are using your budget effectively and efficiently. Dashboards on Voyage make it easy for you to fulfill that fiduciary duty.

Data-Driven Campaigns

Understanding your current audience is the first step in developing strategy. Our team will review our current data on your audience. As mentioned on page 24 we will also conduct visitor profile research to supplement this data.

Working with a number of research vendors, we seek to unlock the information you have within your own datasets to improve the understanding of your audience. Our Voyage Dashboard will bring in your internal data sets, combined with Google Analytics, ad platforms, and other vendors to give you a holistic view of your audience. We work closely with you to collect, prepare, and integrate these data sources to discover location and behavioral information to help you and us make informed decisions. Madden's 37+ years of marketing industry experience helps you understand the audience and affinities of people visiting your destination. All of this information will be analyzed to deliver the information desired, including:

VISITOR BEHAVIOR PATTERNS

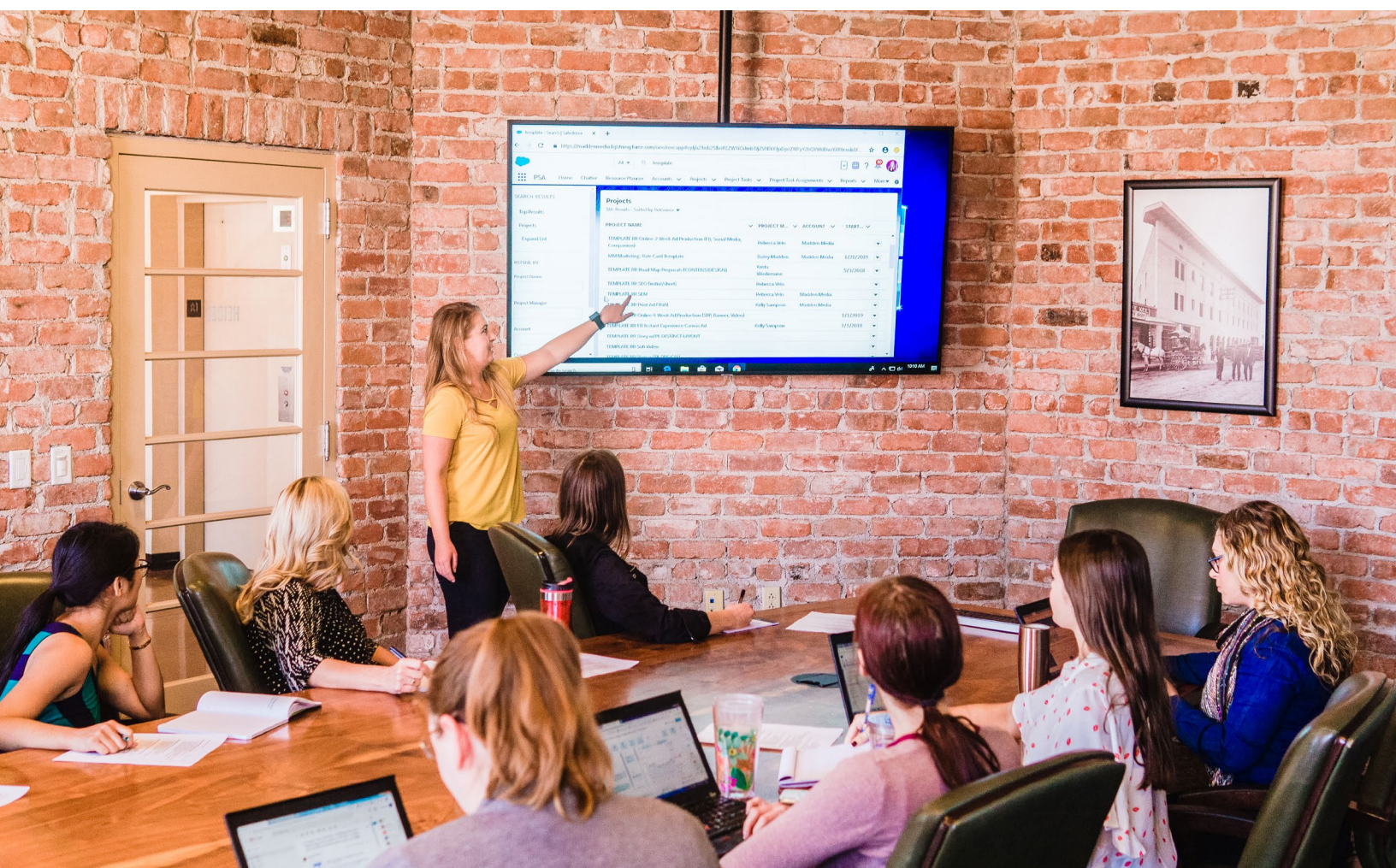
Understand where your visitors come from, not just where they live but what other places they visit with the Top Source Markets by Destination Marketing Area (DMA) as well as a heat map and spreadsheet of the compiled data.

DEMOGRAPHIC REPORT

Includes average age, ethnicity, income distribution, and education level. Graphs and spreadsheets for the time period are provided. If research continues, these deliverables can be compared by season or year-over-year.

AUDIENCE AFFINITY REPORT

An analysis of your visitors' interests places them into audience categories based on retail location visits, app usage, interest indicators, and more. You will receive a report that shows the count and percentage of visitors that fall into each of the 25 audience categories.



Insights & Tracking

With any transition in tactics, targeting, and tracking it is always important to ensure that all tracking technology can smoothly transition to avoid issues with tags and other technology.

We utilize a combination of Google Ads platform connected with Google Analytics to ensure all marketing efforts are tracking properly and using the latest digital technologies and machine learning available through Google. The usage of Google Analytics also means we can further track goals, whether that's ticket or season pass sales, web visitation and behavior, or other KPIs.

We use a combination of conversion-based tracking through ad platforms and built-in Google Analytics tracking tools so that we can track programs run by the Madden team in addition to tracking all digital marketing efforts from outside sources. We compare effectiveness of all efforts in order to make the best marketing decisions with every tool at your disposal.

Madden Voyage goes one step further into tracking, compiling outside platforms into one easy-to-use dashboard for an even deeper level of analytics across all platforms regardless of the tactics used.

All of these tactics are combined to build evergreen and holistic strategies to ensure you always have the ability to see performance, understand what each metric means, and determine how it is affecting your bottom line.

GOOGLE TAG MANAGER

Madden recommends the implementation of Google Tag Manager for ease of conversion tag implementation and tracking which we can easily set up and manage without hardcoding tags and pixels to the website. This also allows our Media team to easily implement conversion tracking across a wide variety of different demand-side platforms.

Why Google Tag Manager is Important

We can place all of your tags (remarketing, conversion, event snippets, pixels, etc.) in one place and test the tags for you

- When a tag isn't working, we can troubleshoot the issue more easily without having to involve you each time
- If Google makes policy changes, we can stay up-to-date quickly to make sure your pages are always tracking accurate data
- We can set up and track more events (such as visitor guide downloads, ticket sales, button clicks, etc.) to optimize your traffic towards the right audiences you want to target
- Google Tag Manager allows us to be more efficient and spend more time optimizing for the right audience you want to drive to your site
- There is full transparency—you can access and see all of the tags we create at all times

Case Studies



Innovation Case Study: Visit Tampa Bay

To showcase our ability to drive business and apply insights, learning, research, and analytics into our strategic process, we've chosen to showcase our work with Visit Tampa Bay. Throughout our partnership, Madden has provided innovative solutions that have increased household visitation, visitor spending, and lodging tax. Our creative approach to cross-over efforts for economic development and tourism marketing brought success after success, including two awards for MakeltTampaBay.com. Read on to learn about the strategies and tactics that put Visit Tampa Bay and Madden in the industry spotlight.

- Madden's efforts have increased traffic to VisitTampaBay.com by 6.28%
- Average time on page increased 8.18%
- CityPASS revenue increased 44%
- Tampa tourism increased 8%

A HISTORY OF ACHIEVEMENT

Five years ago, Madden began producing Visit Tampa Bay's guide. After the guide's success, we opened our relationship to include digital components by taking over their Search Engine Marketing. Immediately, performance increased 2x and has continued to improve ever since. Visit Tampa Bay then trusted us to become their Digital Agency of Record. Each year, successful digital components are revamped and components added using data from their campaign and new initiatives and goals they are trying to reach. In 2018, the Visit Tampa Bay team was honored with the VISIT FLORIDA "Henry" Flagler award for the 2017 Integrated Digital Marketing Campaign.

The question is, how do we keep the momentum going strong year after year? Continuous optimization is critical when identifying key markets to target. Each component of the campaign must work together to engage audiences and entice them to convert. Marketing messages in the form of social posts, amplified storytelling, video ads, and influencer marketing capture the same vibe and voice. Visitors with niche interests, such as craft beer or nightlife, are enticed with messaging and creative specific to what they desire in a vacation. Every change we make is intentional, strategic, and helps Tampa Bay remain a top destination in the highly competitive state of Florida.

A PIRATE'S LIFE FOR ME

Visit Tampa Bay's brand, Unlock Adventure, is clear in each promotional piece created by Madden. From the Official Visitors Guide to more than 40 digital stories distributed over the last five years to posts on their social channels, Visit Tampa Bay's content retains the same overarching brand message: Treasure Awaits. This helps travelers become familiar with Tampa's branding and have a better user experience—there are no surprises when the user clicks from a Display or Instant Experience ad to the website because the imagery, colors, and brand voice are consistent. Selling Tampa Bay's history, culture, and urban flavor with a bit of attitude and adventure brings the brand to life and helps consumers imagine themselves in destination partnership.

To maintain our partnership, we often visit Tampa Bay to present to the Board and stakeholders in an effort to inform. We work hand-in-hand with all agency partners to seamlessly provide leading digital services to Visit Tampa Bay that perfectly align with the overarching brand mission.



Case Study:

Visit Tampa Bay, continued

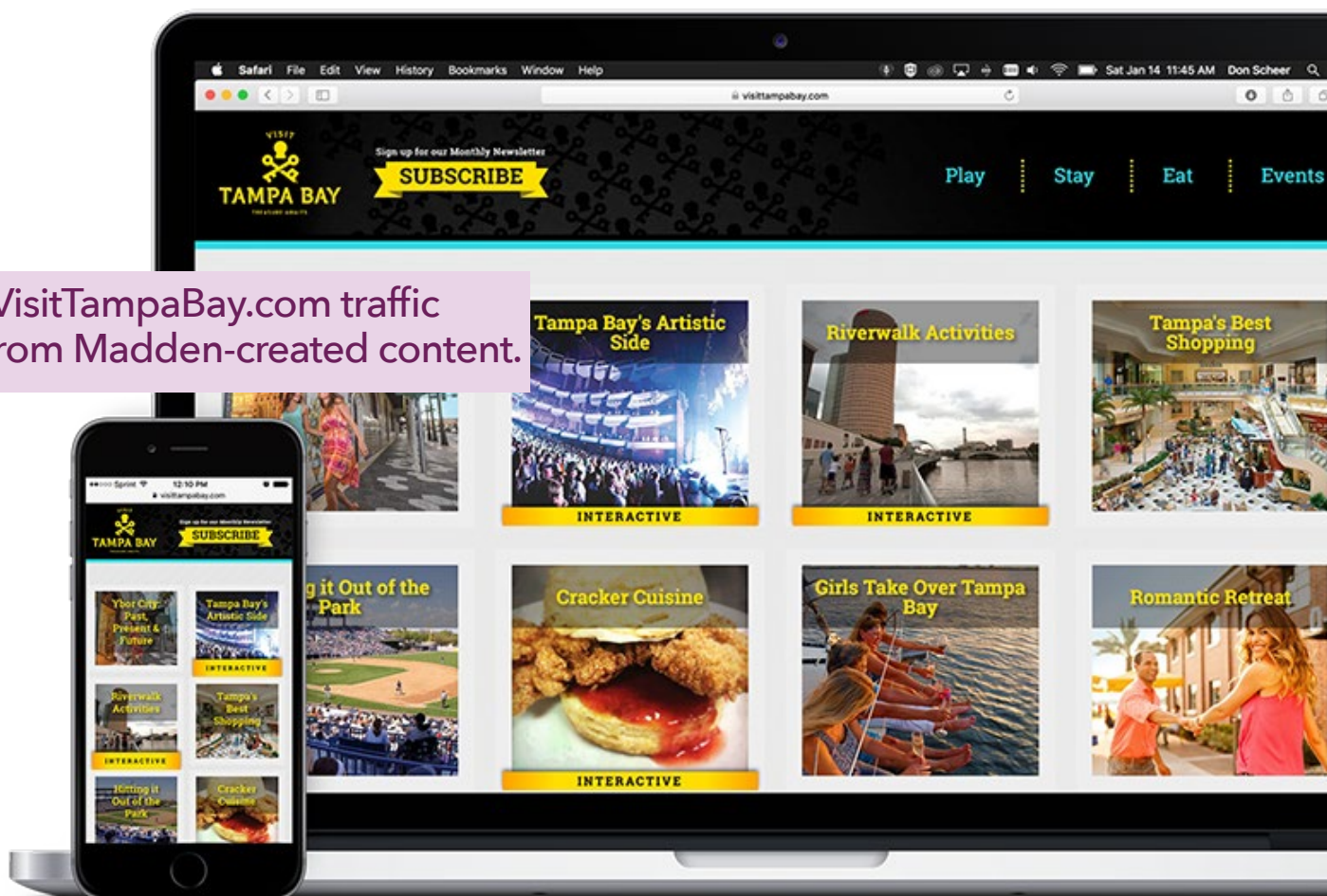
TELLING TAMPA BAY'S STORY

Visit Tampa Bay was one of Madden's first clients to build an extensive content library that boosts awareness, inspiration, and SEO. As our teams worked together, we recognized the need to integrate print and online messaging to create a cohesive brand strategy. The Content Hub is creative and inspiring, and continues to display their evolving collection of content while engaging readers year-round. In addition to the stories crafted for Tampa Bay's guide, we also write digital stories optimized for search that keep visitors on site for an average of 3x as long as the site average. To find new audiences to encourage inspiration, we used a combination of native ads, Facebook Prospecting Ads, and Facebook Instant Experiences, and contextual targeting techniques that our Media team implemented. Each of these ads drove new traffic to Tampa Bay's stories.

Patrick Harrison, Visit Tampa Bay's Chief Marketing Officer, wrote, "Amplified Storytelling is at the heart of our marketing campaigns, and nobody does that better than our team at Madden."

Recently, as video has become just as important as inspirational content, we've placed additional emphasis on video marketing and pushing out new videos to help influence perceptions of the destination. In addition to utilizing Visit Tampa Bay's videos in Presentation Layers and Instant Experiences, we distributed them through YouTube's True-View.

30% of VisitTampaBay.com traffic comes from Madden-created content.



Case Study:

Visit Tampa Bay, continued

NICHE CONTENT MARKETING: BAY CRAFTED

To show off the craft beer and arts scenes in Tampa Bay, we created a microsite called Baycrafted. This site features a map of local breweries, interactive views of bright murals, and history about the artsy side of the city. Visit Tampa Bay wanted to boost its interest with the craft brew niche and incorporated our services to assist in reaching that audience.

We started with three custom-written stories about the Tampa Bay craft brew scene. Presentation Layers were added to the stories to increase readers' engagement with the story and build interest with the overall Tampa Bay brand. Launched in early 2016, the story has generated great results:

- 27,921 clicks
- 16.89 million+ impressions
- Average time-on-page of 2:13

The story was such a success that in October of 2017, Tampa Bay again wanted to promote their craft beer offerings. During the month that the story ran, it received additional engagement from 3,500+ consumers.



Case Study: Buffalo Bill Center of the West

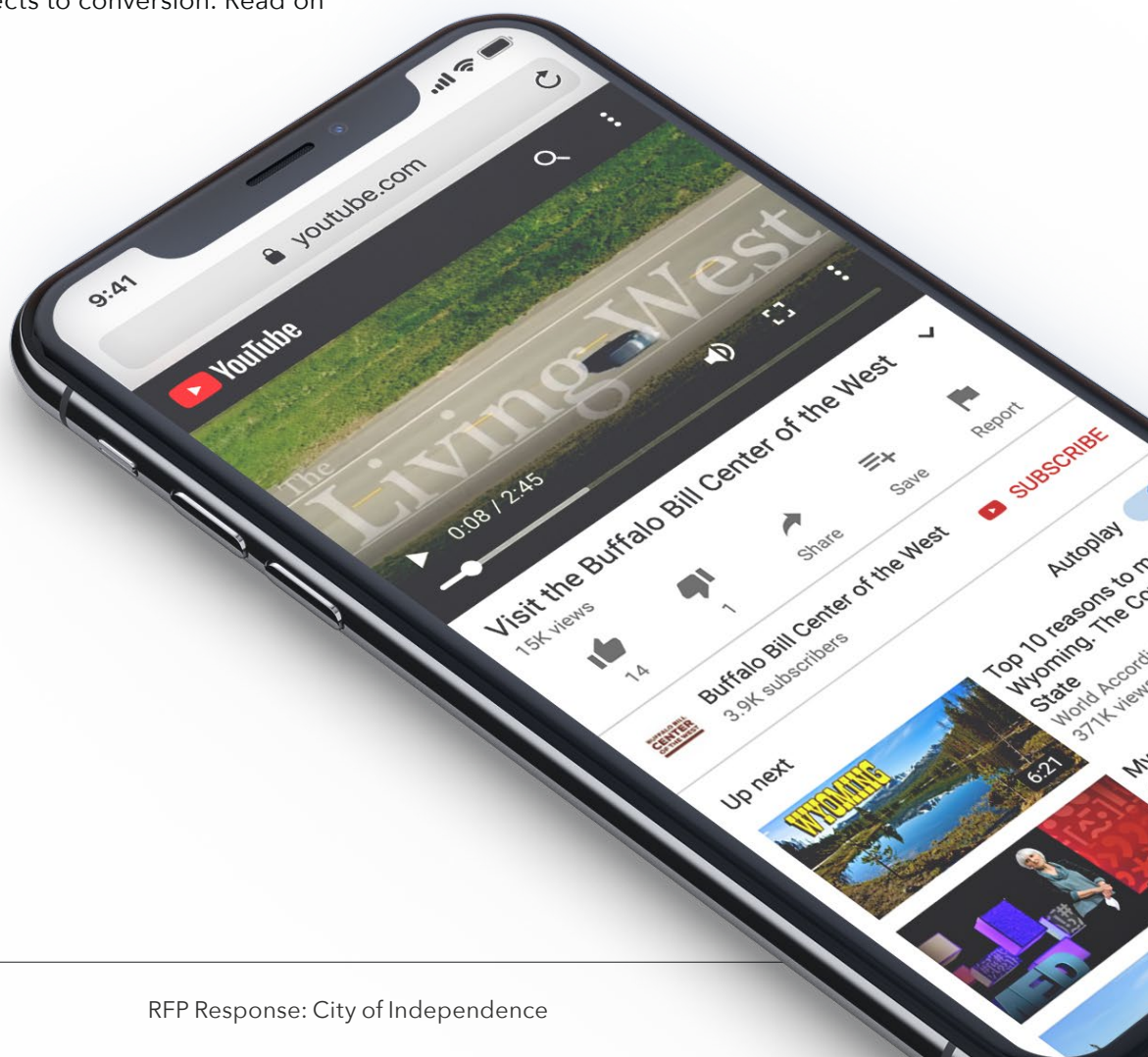
GENERATING TICKET SALES

Buffalo Bill Center of the West and Madden have worked together for several years to drive visitors to the Center. Our relationship started in 2006 when the Center bought their first ad in the Wyoming Forever West insert. When the Center was looking to boost brand awareness, they took it to the next level with Madden's expertise. A holistic digital strategy was the key to brand success, starting with Search Engine Marketing in 2015, then Amplified Storytelling, Display Ads, and Facebook and Instagram Ads. Using data from previous campaigns and visitation, we made recommendations on the strategy and tactics for the next year to keep a steady flow of growth for the Center. Each year we've partnered together we've added new tactics and increased budget due to the Center's trust in our expertise and experience.

Since 2017, the Center has been focused particularly on driving ticket sales. To achieve this goal, Madden used our insight to develop a holistic campaign that would first drive awareness of the Center and inspire those considering coming before pushing prospects to conversion. Read on to see how we did it.

A HUB FOR ALL STORIES

In the last three years we've written 13 stories, built nine Presentation Layers, and directed over 164,800 readers to the site to engage with the Center's content. With so many people clicking through to be inspired, we knew we needed to capitalize on this investment and encourage bingeable content. To do this, we built a Content Hub. The Hub was a landing page custom-designed to look like a part of their site for the best user experience. It included all of the inspirational stories about the Center in a way that enabled readers to continue reading and keep the inspiration coming. Visitors responded well to the Hub, spending an average of seven and a half minutes on the page.



Case Study: Buffalo Bill Center of the West, continued

VISUAL STORYTELLING

To further drive inspiration, we partnered with award-winning video production company, Crown Chimp, to produce a video for the Center. The video focused on telling the story of the Center's western charm through the eyes of a visiting grandfather and granddaughter who reconnect during their trip. Production included storyboarding, script production, traveling to Wyoming to take video with actors, recording audio, and capturing drone shots. We then edited, added voiceover, set the video to music, and proactively marketed it to targeted audiences. The average view rate was more than 60%, compared to 22% industry benchmark. Almost 40% of the viewers watched the entire video.

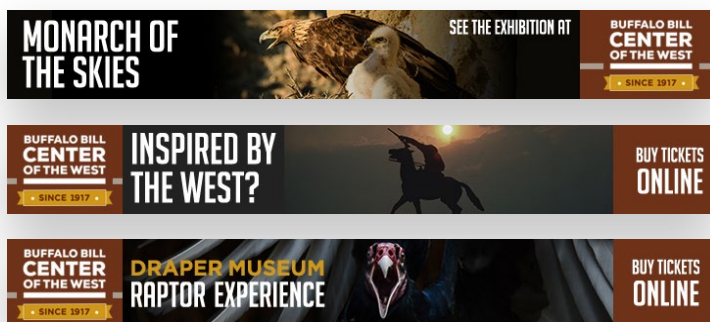
Visit bit.ly/2IE5t43 to watch the video.

PROSPECTING ADS

Prospecting Display Ads targeted visitors of Yellowstone National Park with messaging that highlighted the Center as a must-see stop in the Yellowstone experience. Once visitors clicked through the ads, we captured their information using a remarketing pixel embedded on the Center's site.

DRIVING CONVERSION

Using the prospects captured by the remarketing pixel embedded on the Center's site, we used Remarketing Display Ads and remarketing Lists for Search Ads to drive visitors further down the funnel. Each conversion-focused ad had specific CTAs that encouraged visitors to buy tickets online and drove to pages that enabled purchase. A pixel, placed on the thank you page, was instrumental in informing optimization tactics to drive better ROI for the rest of the campaign. RLSA in particular was a successful tactic, seeing a 14.9% CTR, compared to a 4.68% industry average.



Investment

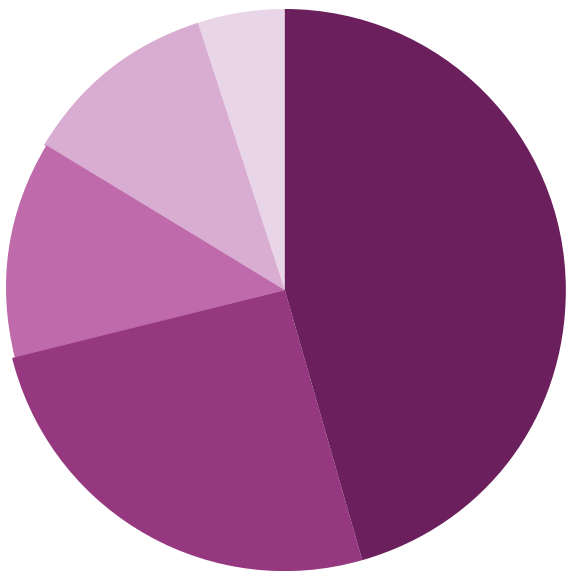


Investment

Madden proposes a monthly fee retainer structure equal to \$7,500. This retainer will cover all services related to the contract, including account management, media planning/buying/placement, creative, editorial, social media management, as well as hard costs related to travel and doing business. All media costs will be billed to net as a direct pass-through. The monthly fee retainer does not include hard costs associated with talent, subscriptions and research, such as influencers, email marketing platforms, social monitoring tools, and visitor profile studies. These will also be billed as a direct pass-through over and above the monthly fee retainer structure. In each of these cases, a statement of cost will be provided by Madden for approval prior to securing the resource.

CITY OF INDEPENDENCE AGENCY OF RECORD CY2020

| | | |
|------------------------|---|-----------------|
| Account Management | Dedicated team support; Strategy development; Project management; Media planning; Reporting; Research | \$33,600 |
| Media Management | Media analysis, buying, & placement; A/B testing & optimization; Analytics monitoring; Email & list management | \$25,200 |
| Editorial Support | Search-optimized content for websites and digital stories; Video, email, print ad, & digital ad content | \$14,400 |
| Creative Support | Design for print, rich media, and static digital ads; Email creative and coding; Branding & website design services | \$16,800 |
| Madden Services | | \$90,000 |



| | | |
|--------------------------------|-------|------------------|
| Digital Media | 45.6% | \$95,750 |
| Print Media | 25.7% | \$54,000 |
| Partnerships | 12.5% | \$26,250 |
| PR Services | 11.4% | \$24,000 |
| Out of Home | 4.8% | \$10,000 |
| Recommended Allocations | | \$210,000 |

Total Investment

\$300,000



Madden uses innovative, technology-driven marketing strategies to provide solutions for our partners.

Our team impacts the growth of communities by creating personalized, immersive content that connects people to places.