

TravelNevada's Don't Fence Me In

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April 16, 2020

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Thesis

Research showed that Nevada's overall campaign was beginning to plateau. In retaliation, Travel Nevada aimed to expand its customer network. Using the theme of the song "Don't Fence Me In," Travel Nevada has an opportunity to appeal to millennials by tapping into their sense of individuality and adventure. This philosophy that is bound to the young generation may be Nevada's revival in tourism. This case presents the client's background, competition, industry, and stakeholders; insights are gathered from this research. In addition, the case will showcase all aspects of the campaign as outlined in the table of contents, from the overarching goals to the evaluation.

Background

Client

The lieutenant governor, eight governor-appointed voting members (three of which being required to be from a small town), and three ex-officio non-voting chairs (Nevada Indian Commission, Nevada Arts Council, and Nevada Museums and History) make up the Nevada Division of Tourism. All decisions are made on how to maintain Nevada's tourism through them.

Ever since its establishment in 1985, the Nevada Division of Tourism, Travel Nevada, is responsible for promoting—and constantly aims to promote—Nevada as a tourist hotspot. With around a quarter of Nevada's work force being involved with tourism, they rely on their capability to keep tourists coming. They do so primarily through its marketing programs and partnerships. With their experience with partnerships and the connections they can make through the committee's network, it would be wise to play to that strength. Relying on partnerships and sponsors, new and old, can help expand the levels of awareness that the targeted publics maintain.

Competition

As the Division of Tourism for Nevada, its main competition is other states and tourist locations. With an increased difficulty of fighting ingrained judgments and preferences, Nevada has to convince people that Nevada is the destination they wish to end up at—that it is better than the alternatives which they are already thinking about. Nevada has to compete with the states directly surrounding it, and even all spots around the world, to encourage consumers to choose to go to Nevada with their time over anywhere else.

The most direct competitor is California, with some competition in Utah and Oregon. One of the biggest factors in this competition is California's established reputation as a vacation state with its numerous National Parks, sites and the ocean. Among these many sites, there is Lake Tahoe. Tahoe maintains a solid tourist count; however, everyone goes to California for the lake. In reality, Nevada owns almost half of Lake Tahoe's shoreline. A change in perception and awareness may bring visitors to Nevada's side, proving Nevada to have a large stake in the competition.

In addition to the competition over Lake Tahoe, Nevada has to compete against nearby states for outdoor experiences. Utah maintains a reputation as having great mountains and hikes, and Oregon is known for its greenery. In addition to changing perceptions of Nevada and Lake Tahoe, it would be wise to change perceptions on the experiences available in Nevada, such as its sand dunes and rock climbing, to be able to compete. Nevada has some natural beauty that can hold its own in such competition. With the many outdoor experiences available, Nevada's beauty will be one of its driving strengths in competition.

Such motives like Nevada's beauty will need to be emphasized to get over the barrier in millennials' heads, as most tend to attribute Nevada with Las Vegas. By doing so, they may

overlook the beauty throughout Nevada. Nevada lacks a brand image in their minds as a place to go as places like California already have dominated their perceptions. Therefore, Travel Nevada should promote its branding in a way to appeal to the targeted publics, spread Nevada's beauty by word of mouth (social media included) and get people talking so people may think of Nevada instead of California.

Industry

As a tourism business, Nevada has to especially compete in its capabilities regarding accommodation, food and beverage, and entertainment. As the home to Sin City, Burning Man and the Valley of Fire, it is known for some of its more unique locations. Especially in Sin City, there are a plentiful lot of accommodation choices that also prove interesting points of entertainment. In addition to its unique hotels, there are many places for food and beverage—including bars and nightclubs—that prove Sin City to be among the best for such audiences.

However, with those businesses and side of its industry starting to plateau in Nevada, Travel Nevada needs to focus on its 'Don't Fence Me In' and enhance that side of the tourism industry. Doing so brings entertainment and accommodation in a new light, bringing the idea of camping as an option among other things as opposed to the typical hotel service accommodation. Nevada will need to prove that it has the proper points of parity to establish it as a proper 'Don't Fence Me In' attraction, along with proving that it is unique enough to attract visitors.

As Nevada pushes to attract this younger generation, there needs to be some foresight of its longevity. Actions need to be taken and people need to be motivated to keep coming back. As the difficulty of every tourist location, the question is if consumers will keep coming back. There are many tourist destinations worldwide, so Nevada needs to set it as a destination that is worth visiting again – not just a one-time experience of a hike. With such beauty of Nevada, this may

be something that can be worked on/fixed, as people may grow sentimental over the views and come back. All sites need to be maintained and their beauty should help keep people coming back.

Market Research

Traditional targets, ages 40 to 65, are showing plateau behavior overall. In retaliation, we aim to market to the younger audience, ages 18 to 34. With research conducted by Destination Analysts, we have gained two key insights about millennials: social content is crucial, and what Nevada has that appeals to them is the open road freedom.

Nevada has plenty of open range road-trip kind of experiences, so this is something that should be emphasized. This younger generation tends to seek social activity and stories to be a part of. There is plenty of land to explore that would appeal to millennials seeking such an experience. By focusing marketing on the beauty and natural part of Nevada, millennials will be more likely to visit.

To encourage such visitation, Travel Nevada should abuse the key insight that millennials are attracted to social content. High level influencers, being reached through some networking as discussed in the Client section or by other typical means, need to be accessed to spread the word of Nevada's beauty and its expanded tourist values. By focusing on content and stories, the younger generation will be pulled more into the fascination Travel Nevada should be seeking.

In addition, as this fascination over road-trip experiences is sought after, Travel Nevada should maintain its grasp on the older generation as it can. While this campaign focuses on the younger generation, the generation of ages above 40 should not be left behind. While most of them may be more interested in visiting Las Vegas, Nevada can bring awareness of the same road-trip experiences to them. The youth are more motivated to explore, but this can be changed

as certain sites may appeal to the older generation. By doing so, it may either expand the consumer base that visits (older folk that are not interesting in gambling or any of the Strip experiences), expand the reasons for consumers to keep coming (gamblers and Sin City tourists may also go explore Nevada), or do both. The one problem that may threaten this audience's participation is their health. Many may be young at heart and healthy enough to truly enjoy the views out there, but the elderly cannot be promised access to all the views.

SWOT Analysis

Strengths <ul style="list-style-type: none"> - Travel Nevada's Partnerships (Client) - Natural Beauty (Competition) <ul style="list-style-type: none"> - Open Ranges (Market Research) 	Weaknesses <ul style="list-style-type: none"> - Brand Image doesn't attract younger generation (Competition) - Maintaining Visitation (Industry) - Older Generation's Visitation of Nature (Market Research)
Opportunities <ul style="list-style-type: none"> - Millennials want open road experiences (Market Research) - Networking (Market Research) 	Threats <ul style="list-style-type: none"> - California (Competition) - Maintaining Visitation (Industry) - Older Generation's Visitation of Nature (Market Research)

Situation Analysis

Despite the natural beauty that may be present in Nevada, it will be difficult to overcome some obstacles to the campaign. Travel Nevada has an established network and one that can grow, but all efforts will need to be driven towards getting the attention of the youth. With majority of the generation having previously not looked at Nevada as a vacation spot for nature, all partnerships need to focus on changing that brand image. This perception, or rather lack of perception, may be one of the biggest weaknesses to Nevada's goals. Once the image is changed, then efforts will need to be set on maintaining visitation; this applies for all generations. If we cannot maintain interest, then the campaign will prove an overall failure. By maintaining the

image of Nevada as a place of beauty, people will keep coming back. If we cannot, then people will choose other destinations for their future vacations.

The saving grace for Nevada is its open road. With millennials seeking adventure and exploration, there is a ton of road for tourists to travel on. If this is spread by word of mouth, tourists should be continuing to come for the experience. However, California offers similar experiences. There are a handful of National Parks to visit for beauty; there are plenty of coastline and other beautiful roads to drive down; and it has a maintained reputation as a tourist vacation hotspot. There is little we can do except emphasize Nevada's points of parity and difference. In addition, the longevity and continuous growth of tourists may prove a grave threat to the campaign. As with any tourist destination, the uneven fluctuation of visitors makes it hard to truly grasp how maintainable the income of a tourist destination may be. The best hope will be maintaining the hikes and experiences and emphasizing that they are not a one-time visit kind of adventure. As for retaining the tourism of the older generation, their health may prevent them from fully enjoying the beautiful side of Nevada. However, since we do not want to mess with nature by building handicap access to treasured views, that issue is something that we cannot fix. The places require hiking to access will almost exclusively be for the younger generations, or at least those who are fit.

Core Problem

If Travel Nevada is unable to change the perceptions of their brand and does not jump on the opportunity to attract the millennials who seek open-road adventure and natural beauty, then it will miss out on the opportunity to establish a new branch of tourists, therefore leaving the tourism business of Nevada at a plateau (and eventual decline) of its current visitors and causing a quarter of the state's employment to question their futures in their career.

Goal

Travel Nevada will establish itself with a social presence and spread story content to attract more attention.

Objectives

- Secure 10 positive A-list and 30 B-list stories covering core content by May 30th, 2018.
- Gain 15 participating stakeholder partners by creating PR opportunities by June 2nd, 2018.
- Grow Instagram community engagement by 5% by August 31st, 2018.

Big Idea

Message: Run free in the open roads of Nevada.

Slogan: Don't Fence Me In.

Visual Representation: Stories of Nevada beauty.

Strategy: Through Instagram, Travel Nevada will convince people to talk about Nevada as a beautiful tourist spot.

Key Publics

There are three key public for this campaign: domestic millennials, international millennials, and the older tourists. The first group is crucial for the overall success of the campaign as they are the most affected public of the three; they can access Nevada easier than internationals and are more likely to explore than the older tourists. American millennials also tend to have the highest social media engagement, proving them to be the easiest group to swing into a love group. International millennials share some traits with their American equivalents, but

they have different values and points that need to be addressed or looked at differently—namely why they should come to America even if they may have easier alternatives. Lastly, the older tourists need to be addressed. While it may be more difficult to swing their interest at some hikes, they are also more likely to come to Nevada more often, especially if they have established a tradition of a vacation. Some already enjoy Las Vegas, but we can emphasize that there is more to do to extend their stay. In addition, we can swing other older tourists who do not come to Sin City to come explore the nature. The older generations tend to have the largest amount of spending money, so they are a key public to address to keep their interest and increase revenue.

Key Public #1: Domestic Millennials

The millennial ages being targeted are those from 18 to 34. Other demographic data is varied within the group as ethnicity, gender, and socioeconomic status are not being explicitly targeted. Their socioeconomic status will not affect any messaging as we are relying on the want of exploration; this kind of vacation tends to be less expensive than some other excursions, so people of all socioeconomic status are invited.

Millennials tend to love stories and embracing experiences. Looking at current events of today and social media, we can see that this stands true as they connect with each other over experiences more than any other generation. Their psychographics show their tendencies of storytelling, adventure and individuality.

As we look to appeal their values and self interests, Nevada already has what they want. With research showing that what they want is the open road, we need to emphasize this.

Nevada's beauty is only a road trip away from all Americans, so emphasizing this value will show that Nevada fulfills the interests they seek.

The most viable channels of communication are through social media, most notably Instagram, and through viable opinion leaders. Through Instagram, Nevada's beauty can be showcased without any filter; the page purely shows what they are missing out on. By going through certain opinion leaders, Nevada can gain more attention. Millennials tend to put trust in blogs and through influencers; they trust influencers more than businesses. If influencers are used as a channel, then millennials will respect Nevada as a beautiful destination.

Some viable opinion leaders to accomplish such an objective would be those who are trendy and have a reputation for tourism. Three great influencers would be Alexandra Pereira, Chiara Ferragni and Olivia Palermo. All three are fashion trend setters, but more importantly (for us) are known for traveling. Pereira especially has videos about every place she has visited, so a video on Nevada's beauty would gather a lot of attention. In addition, Chiara Ferragni, one of the top fashion influencers, travels and sets trends similar to Pereira. Olivia Palermo would also be a great influence. Fashion influencers tend to be great tourism influencers as they travel worldwide for their shoots and for their own careers. Using them would be wise to get many to look our way.

As for millennials' relationship to Travel Nevada, most have a minimal relationship established. This group is less likely to visit Sin City than the older tourists as of recently, so unless this group has other reasons to look at Nevada, they are not familiar with Travel Nevada. It is unknown if there is any negative relationships, but most of the public likely has a neutral to positive relationship established with Las Vegas and the tourism value there.

The main objectives to be accomplished with this public is growing their involvement in Nevada's content on Instagram, whether through Travel Nevada's page or through established partners.

Primary Message for Domestic Millennials

By going off the beaten path, you can escape the fence and find adventure.

Secondary Messages for Domestic Millennials

- The "storied road [of Highway 50 is] your ticket to endless vistas, wonderfully historic towns, classic roadhouses, and even a hot spring or two" (NevadaRoad).
- Bonsai Rock remains a beautiful spot on Nevada's shoreline of Lake Tahoe, but it is not that easy to find. Go off the beaten path with your camera for one of the most beautiful spots in Nevada (Kachelriess).

Strategy for Domestic Millennials

Use social media to continue the excitement and create a sense of belonging and involvement in the Travel Nevada community of younger adults.

Tactics for Domestic Millennials

- Implement #TravelNevada and #NevadaSide on Instagram via Instameet at Lake Tahoe (showing off Nevada's side of Tahoe).
- Create a 360 degree video and VR content to enhance the social media sharing experience.
- Host a Road Trip Press Tour for five key influencers.

Key Public #2: International Millennials

The international millennial ages being targeted are those from 18 to 34. Other demographic data is varied within the group as ethnicity, gender, and socioeconomic status are not being explicitly targeted. Their socioeconomic status may affect those who visit, as a lower income millennial from another continent may have difficulty with travel fares. However, our messaging will not change as that is a threat we cannot take care of.

Just like the Americans, international millennials share the generational tendencies to love stories and embrace experiences. We see that this stands true worldwide as everyone connects with each other over experiences more than any other generation. A lot of social media movements, for example, are not restricted to one country. The psychographics maintain the same love and want of storytelling, adventure and individuality.

As we look to appeal their values and self interests, they are harder to convince than Americans. Nevada has what they want but it is harder to reasonably achieve. While it may difficult to combat their desire to come to Nevada (as they are more likely to go to the coasts), our best bet is to convince them to visit Sin City with an added emphasis of the open road. Las Vegas is spectacle worth visiting, but then there's the added benefit of seeing beautiful views of nature that would be harder to get while visiting New York City (for example). Just like Americans, they want the open experiences, so those experiences need to be emphasized to fulfill their self interests.

The best channels of communication are through social media, especially Instagram, and through viable opinion leaders. Through Instagram, Nevada's beauty can be showcased without any filter; the page purely shows what they are missing out on. Such views will help convince

international tourists that Nevada is worth visiting. More importantly, by going through certain opinion leaders, Nevada can gain more attention. Millennials tend to put trust in blogs and through influencers; they trust influencers more than businesses. If influencers are used as a channel, then millennials will respect Nevada as a beautiful destination.

The best influencers to accomplish such an objective would be those who are trendy and have a reputation for tourism, especially if they have an international circle. Three great influencers would be Alexandra Pereira, Chiara Ferragni and Olivia Palermo. They work for convincing Americans because of their pure fame. However, their key importance would be that Pereira is from Spain and Ferragni is from Italy (Palermo is American, but still a well known socialite). Having international influencers involved will more heavily persuade international millennials to visit if they think these trend setters who travel worldwide enjoyed Nevada's views.

As for these international millennials' relationship to Travel Nevada, it is more than likely nonexistent. Many may know of Las Vegas and may have visited Travel Nevada's site, but they are not attached to it. Efforts need to be made that the site is better for helping them plan and figure out the best things about Nevada to attract their attention.

The main objectives to be accomplished with this public is growing their involvement in Nevada's content on Instagram, whether through Travel Nevada's page or through established partners.

Primary Message for International Millennials

Explore outside of Sin City for some of the best views of nature in America.

Secondary Messages for International Millennials

- “Vegas has it all. But venture beyond the neon and you’ll be awarded with some of Nevada’s most alluring [views]” (NevadaRoad).
- “Instead of flying into Reno, visitors might drive to Elko for cowboy poetry, the National Basque Festival or annual community event” (Banning). There’s more to Nevada than Sin City.

Strategy for International Millennials

Raise awareness and inspire internationals to travel outside of Las Vegas during their trip.

Tactics for International Millennials

- Promote bus systems that transport people outside of the city, to the beauty of the state. Maintain all buses, produce posters for awareness, and encourage its use.
- Produce and send out digital advertising to internationals looking to plan a trip, especially to America. Bring awareness to all Nevada has to offer. Have a discount code (that is partnered with specific hotel services that connect with the bus service) for the first few months of the campaign to help ease the cost and encourage travel.

Key Public #3: Older Tourists

The ages targeted in this group are those from 40 to 65. For this group, the gender, ethnicity and socioeconomic status will not affect any messaging or strategies. Such factors may change how they feel about Sin City especially, but nature is indiscriminant.

The values maintained by this group, at least as determined for those who come to Las Vegas, is that they seek entertainment of fulfillment. They visit Sin City to gamble and visit the

various bars and sights to see; that is the general psychographic of Sin City's visitors. However, that seeking of fulfillment can be used to aim for adventure.

Their self interests mostly align towards the entertainment and fulfillment kind of life. Most of this demographic is nearing retirement and have visited Sin City for its luxuries that they enjoy. However, as their attendance is beginning to plateau, a new angle to that self interest can be applied: awe of adventure. Some come for the thrill and gambling; others come for the sights and spectacles of the Neon; but they both may appreciate the wild adventures they have access to. There are many experiences that are drive-by/road-trip kind of views and some experiences like a hot balloon ride that they can experience and enjoy the thrill of (rather than gambling it all).

The best channels to reach most of this public are through Facebook, potentially television, and some online advertising. As the public that uses Facebook the most, it is worth mimicking the Instagram content onto the Facebook page to attract the older tourists.

We will still use the three influencers discussed with the millennials as their fame should carry some respect to the older tourists with how the trend setters promote themselves. However, we will also add two older influencers here: Shauna Robertson and Angelique Miles. Robertson is the face behind the Chic Over 50 blog that will help attract and promote women to visit Nevada. Then Miles is a fitness guru who also has connections to other famous links. She had a sponsored Instagram story post with *Full(er) House's* Candance Cameron Bure, which the older generation would connect to more fully. Plus, she can inspire this older generation to get up and explore the amazing experiences Nevada has to offer.

This group likely has the most positive relationship with Travel Nevada, yet likely does not fully use it. Seeing that they mostly visit Sin City, they may not be fully using or fully aware of the other experiences throughout Nevada. There is no negative relationship established, but the bridge needs to be pushed to bring more awareness and promote everything that is available.

The objectives accomplished with this group will primarily be tracked through their engagement of influencers and partnerships involved, which may influence them more notably with established credibility.

Primary Message for Older Tourists

Explore the roads beyond Sin City to feel young (at heart) again.

Secondary Messages for Older Tourists

- The Death Drive is full of ghost towns and rugged biker bars, but also life-affirming pleasures like Pahrump's Vineyards and the region of Mount Charleston, along with being "a stone's throw away from the lowest point in North America" (NevadaDeath). This route provides plenty of experiences to explore without the difficulties of much hiking.
- If you're interested in some relaxation yet adventure, come explore Nevada's hot air balloon rides. It will be an adventure and scene you won't forget! (NevadaFence).

Strategy for Older Tourists

Use the Travel Nevada website to show older tourists that Nevada has a wonderful travel experience that they can fully enjoy.

Tactics for Older Tourists

- Brochures will be handed out at guided tours of Lake Tahoe, bringing light to the rest of the state. The brochures include coupons to hot air balloon rides.
- Weekly emails will be sent out to subscribers of Travel Nevada to showcase the many options that are in Nevada's boundaries.

Evaluation

Objective #1:

- Were we able to secure 10 positive A-list and 30 B-list stories covering our core content by May 30th, 2018?

Tools to Measure:

- Quantitative collection and analysis of influencers and calendar dates on all media platforms necessary.

Objective #2:

Were we able to gain 15 participating stakeholder partners by creating PR opportunities by June 2nd, 2018?

Tools to Measure:

- Quantitative collection and tracking of partners and how they interact with our PR opportunities and content.

Objective #3:

Were we able to grow our Instagram community engagement by 5% by August 31st, 2018?

Tools to Measure:

- Quantitative measurement of data and analyze the engagement and content.

Creativity

The original case lies somewhere between Fresh and Contagious. Their idea of the InstaMeet and spreading the love through that is encouraging its push towards Contagious, but the rest of the campaign does not make the cut for it. Overall, the campaign settles on Fresh, but it is an excellent Fresh. Travel Nevada was smart in how it used its capabilities and partnerships to get many influencers, to create Instagram content, and to encourage #NevadaSide. Overall, it was pretty genius in how the whole scheme was planned; it was likely about as good as they could have done this introductory campaign for the state's beauty. However, despite their grand success, they did not take the step up that they could of.

In this edited version of their case, it makes the cut to Contagious. The main difference made was the extended focus to international millennials and the emphasis on domestic citizens. In the original case, it did not mention international millennials. However, they are a worthwhile public that may bring great business to Nevada for those trips to Sin City, now being extended to seeing the entire state of beauty. For targeting Americans, both young and old, their original ideas were fantastic, but they missed out on some opportunity of behavioral change and additional awareness. The InstaMeet is a idea of genius to truly introduce the beauty of Nevada, and the influencers help persuade people, but there were no brochures, coupons or any form of encouragement to truly bring tourists. Showing off the beauty of Nevada was great as it was, but they did not push their limits for how motivated people could become to come. With this updated campaign, it takes some additional steps to be all that more creative.

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