



Regular Meeting
Moab Tourism Advisory Board
Grand County Commission Chambers 125 East Center
Street, Moab, Utah

3:00 PM

AGENDA
August 12, 2025

Zoom And Youtube Meeting Information

Join Zoom Meeting:

<https://us02web.zoom.us/j/84013922560?pwd=Qbxjbarkaa0wjtygndb9won3nd7j4.1>

Meeting ID: 840 1392 2560

Passcode: 135246

Call To Order

Citizens To Be Heard

Opening Items

Welcome

Introductions

Conflicts Of Interest, Disclosures, Ex-Parte Communication

Citizens To Be Heard

Presentations, If Any

1. Board Member Reports

Discussion And Action Items

2. Consideration Of Future Agenda Items

3. Approval Of MTAB Minutes June 10 Meeting

4. Update From Madden Media

5. Introduction To Campstories Public Relations Agency And Brief Update

6. **Update On Branding Agency Selection**
7. **Update On UOT International Sales Missions 2025/26 And Brand USA Travel Week**
8. **Review And Potential Approval Of MTAB Bylaws, New Appointees And Open Position**
9. **Update On TRT/TRCCA Application Process**
10. **Review Special Event Grant Application/Guidelines - Potential Subcommittee**
11. **Director's Report**

Adjourn

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Requests for inclusion on an agenda and supporting documentation must be received by 5:00 PM on the Tuesday prior to a regular Commission Meeting and forty-eight (48) hours prior to any Special Commission Meeting.

Information relative to these meetings/hearings may be obtained at the Grand County Commission's Office, 125 East Center Street, Moab, Utah; (435) 259-1346.

Regular Meeting

Moab Tourism Advisory Board (MTAB)

Held at Grand County, Utah Commission Chambers
125 E. Center
Moab, Utah 84532

<https://www.youtube.com/watch?v=xzBjwXvj-pl>

MINUTES

June 10, 2025 | 3:00 p.m.

**** Time stamps (HH:MM:SS) correspond to the video****

Regular Meeting

Members in attendance: Lori McFarland, Wendell Williams, Howard Trenholme, Ashley Korenblat, Sharon Kienzle, Alex Borichevsky, Brian Martinez, Ben Fredregill, Jason Taylor

Members in attendance remotely: Rebecca Monceaux

Non-members in attendance: Mick Soleta, Alison Harford, Stephen Stocks, Cora Phillips, Mackenzie Daniels, Steven Vowles

Non-members in attendance remotely: Bega Metzner, Lesley Rowbal, Katelyn Greene, Bria Hammock

Call to Order

(00:01:40)

Citizens to be Heard

Opening Items (00:03:25)

Conflicts of Interest, Disclosures, Ex-Parte Communication

- a. Wendell Williams disclosed that when Madden Media was in town, the group had dinner at the Sunset Grill (which they paid for)
- b. Lori McFarland disclosed that when Madden Media was in town, High Point Hummer and ATV offered a comped tour to Lesley Rowbal and Ben Fredregill

1. Consideration of Future Agenda Items and Board Member Reports (00:06:20)

- a. Wendell Williams said the Sunset Grill saw a packed Memorial Day, but things have slowed down since

- b. Howard Trenholme suggested marketing the Utahraptor State Park. He also mentioned that the airport has a new director.
- c. Ben Fredregill said that the new DiscoverMoab site launched, the MOT signed a contract with Madden Media, and signed a contract with CampStories. He also said that the MOT is opting in to all international marketing efforts with the UOT, and plans to attend IPW.
- d. Sharon Kienzle said that the MIC has been very busy, especially during its summer lecture series.
- e. Jason Taylor said the city was preparing to approve its budget and is looking to begin various infrastructure fixes.
- f. Ashley Korenblat said the chamber launched its Celebrate Moab campaign to highlight local businesses. She encouraged the board to pursue advertising efforts that connect individual people to individual activities, and said the chamber would like to be involved.
- g. Alex Borichevsky said his businesses, 98 Center and Sabaku Sushi, saw great business during Memorial Day that had since dropped off. 89 Center is up from last year, he said.
- h. Lori McFarland said she is heading to IPW.

2. Approval of Minutes for the May 13, 2025 MTAB Meeting (00:18:10)

- a. Alex made a motion to approve the minutes; Sharon seconded. Passed unanimously.

3. Discussion and Consideration of future minute-taking responsibilities (00:19:11)

- a. Lori said the current direction is that MOT staff will take minutes.

4. Update From Madden Media Regarding Media Planning (00:19:43)

- a. Lesley presented Madden Media's media plan, which included KBOs, audience types, geographic markets, and ideas of where to place ads.
- b. Ashley recommended that the marketing plan should also target audiences like camping and outdoor recreation enthusiasts, and suggested that the MOT try to target advertising events in town to encourage visitors to spend time in town.
- c. Howard suggested that regional airports and airports with more direct flights should be a part of the marketing plan. Brian suggested that media should collaborate with regional partners, like Grand Junction, to make partner itineraries. Ashley suggested also working with Durango.
- d. Alex suggested marketing more to the wedding industry and wedding guests.
- e. Howard said the senior market is "massive," and suggested looking at business and small group travel.
- f. Lesley said the plan is adjustable, and target markets can always change.
- g. Howard made a motion to approve the spend for Madden Media subject to decisions by an MTAB marketing subcommittee; Ashley seconded. Motion passes unanimously.

5. Discussion And Potential Approval Of County Fair Promotional Use Of TRT (00:45:03)

- a. Lori said that her business is advertising the Grand County Fair, and asked if Madden Media and the MOT could assist in promoting the Grand County Fair. Mackenzie said the intent of the fair is to bring visitors to the county and added that staff at the Old

Spanish Trail Arena haven't had the capacity for marketing, but there's a lot of potential for the fair.

- b. Brian suggested that the MOT should help promote the fair.
- c. Sharon made a motion for the MTAB to allocate TRT funds through the Moab Office of Tourism to promote the fair. Alex seconded.
- d. During discussion, Ashley said there are a lot of events in Moab and suggested thinking about how the board can be consistent in giving marketing dollars to all events in Moab. Howard asked if there was a budget for marketing already. Stephen pointed out that marketing done through the MOT is more defensible regarding spending TRT funds.
- e. Vote passed unanimously.

6. Discuss Data MTAB/County Commission Is Requesting The Moab Office Of Tourism To Use To Measure The 6% Growth Target (1:02:00)

- a. Ben said the office needs an operational definition of what data is being measured.
- b. Howard argues to track growth in TRCCA. Lori suggests looking at only the restaurant tax for growth, city resort tax, and the rural hospital tax. She said those three taxes are measurable and more direct than TRT, which fluctuates with hotel rates.
- c. Ashley motioned to use the city resort tax, restaurant tax, and rural healthcare tax as indicators of growth. Howard seconded.
- d. Brian said he would measure 6% growth in direct visitor spending as measured by the Kem C. Gardener Institute.
- e. Lori suggested looking at those numbers month by month.
- f. Ashley modifies her motion; motions to allow the MOT to measure success based on the restaurant tax, city resort tax, and the rural hospital tax. Howard seconds. Passes unanimously.

7. Review Moab Office Of Tourism YTD Spending And Projections Including Branding Agency Budget And Potential Implications To 2025-26 Budgets - Potential Approval Of Any Upcoming Pending Summer Spending (No MTAB Meeting In July) (01:14:42)

- a. Ben Fredregill said upcoming expenses include travel shows, Madden media spend, data tools, and more creative services projects.
- b. The board noted that not all expenses were reflected on the presented spreadsheet.

8. Revise BTAB Bylaws To Reflect HB 456 Including Board Representation To Take Effect July 1, 2025 - Link To HB 456 (01:24:53)

- a. New law says that a municipality representative, someone appointed by the municipality, must be a member of the board. Joette Langanese, mayor of the city of Moab, sent a letter to Grand County asking that Jason Taylor be a member of the board.
- b. Stephen said it's not explicitly stated whether the municipality member needs to be a voting member. Howard provided history, saying that he first suggested a member of the city sit on the MTAB, and strongly recommended that the city position becomes a voting position. Lori pointed out that if Jason Taylor became a voting member, the board would have an even number (eight) of voting members. Stephen said boards do typically have

an odd number of members so there's a natural majority, but there's no law saying that they must. Lori said the "structure of what we want to do is go down a vote."

- c. Recess for technical difficulties - see new video and new timestamps. Lori calls the meeting back to order.
- d. Howard motioned that the Chamber stays on the board as a member but loses its vote and the city gains a vote. Sharon seconded. Ashley said the chamber represents a number of tax paying members of the community. Alex clarified that where the board is failing to comply is that the board needs a municipality representative. Ashley said that the optics of reducing the chamber's voting power "aren't great." She said chamber members could think the commission does not support the chamber. Howard pointed out that the board is a "political appointment," and the chamber is not supposed to take a political stance.
- e. Ashley suggested a substitute motion to have an eight person voting board. There was no second.
- f. Lori called for a vote for the original motion. Jason commented that the chamber provides a voice for the business community and suggested that the board could be an eight person board for now but then when terms are not renewed, the board could return to being a seven person board. Stephen clarified that the next terms to end will be Lori and Rebecca's at the end of 2026.
- g. Lori called for a vote for the motion on the table, to have the board be a seven member voting board and exchange voting rights from the chamber representative to the municipality representative. Motion passed 5-2 with Ashley and Alex dissenting.

9. Discuss TRT Latest Projections With Implementation Of HB456. Review Fund Balances And Tourism Tax Expenditure Reports (new video) (00:14:34)

- a. Wendell and Brian say the numbers from the Utah State Tax Commission look different than TRT and sales tax numbers provided by Steven Vowles.
- b. Lori said Steven, Wendell, and Brian should get on the same page and work together.

10. Transient Room Tax Application Process For 2026 - Review And Possible Approval Of Formal Application Process (00:19:13)

- a. Wendell says the board wanted to formalize efforts for departments and organizations to apply to be considered for TRT funds when the board drafts its letter to the commission with their recommendations.
- b. Brian suggested having a plan and timeline for how the board plans to advertise this application.
- c. Alex makes a motion to approve the Grand County Utah funding application pending legal review, Howard seconds. Passes unanimously.

11. Discuss Market Data Included In MOT's Symphony Dashboard - Potential Sub-Committee To Review Accuracy, Best Uses And Reporting (00:25:47)

- a. Ben Fredregill said the MOT's public dashboard had errors and was taken down; he requested a member or members of the board to go through the data dashboard.

- b. Lori asked about Visa Destination Insights data and said she would like to be briefed on spending patterns.
- c. Howard and Alex volunteered to look at data with the MOT.

12. Recommend TRT Spending For A Study By Kem C. Gardner Institute - Economic Impact On Grand County's Tourism (00:28:58)

- a. Brian said the board could “scratch that.”

13. Discover Moab Website Live On June 10 - Discuss Any Feedback From Board Members / Moab Office Of Tourism (00:29:03)

- a. The board congratulated MOT staff. Lori requested replacing the ATV photo on the website.

14. Discuss And Approve Contour Airlines' Marketing / Billboard At The Airport (00:29:47)

- a. Contour has \$25,000 in marketing that can be used for the Canyonlands Regional Airport. Brian suggested working with the MOT to use those marketing funds.
- b. Howard made a motion to support billboard marketing at the airport, seconded by Wendell. Passed unanimously.

15. Director's Report (00:34:00)

- a. Happened during board member reports

Meeting adjourned at 5:11 p.m.

Campaign and Creative

DISCOVER MOAB

MADDEN
AUGUST 2025



OVERVIEW

It's been a busy summer as Discover Moab and Madden Media have worked to collaborate, iterate and finalize their plans around media execution.

- May kickoff and in-market visitation
 - ◆ Key Business Objectives defined around evolving Moab's brand, increasing visitation and length of stay, appealing to shoulder and off season visitors and driving engagement and conversion
- June media plan finalization
 - ◆ \$2 million approved in media spend with \$255k in performance driven efforts, 652.5k in travel endemic and \$1m+ in strategic investment such as OTAs, content and international media.
 - ◆ June - August - initial campaign launches
 - ◆ Included media channels: Google SEM, Youtube, Google Performance Max, Meta (Prospecting, Remarketing, Lead Gen), Expedia, Tiki, TripAdvisor, Sojern, Hopper, Priceline / Booking.com, Hopper, Azira Banners, Connected TV, Adtheorent, Outside, Pinterest, AllGear, Digital Out of Home, International, Brand Partnerships and Utah Office of Tourism Global Partnerships

CHANNELS

22

OF ADS DEVELOPED

160+

TOTAL SUMMER SPEND

\$862K



ABOUT MADDEN

- Destination storytellers since 1982, partnering with hundreds of communities and earning 30+ tourism industry awards since 2023
- 40+ years of tourism experience and 200+ annual DMO partners, shaping the destination marketing landscape
- 25% of team members have prior DMO experience, providing firsthand understanding of industry challenges and decision-making
- Active engagement with local, state, regional, and national tourism organizations to stay ahead of trends and technology
- Madden holds leadership roles on boards and committees for top tourism organizations (U.S. Travel, Destinations International, One West Tourism Alliance), ensuring clients benefit from cutting-edge insights and strategies

Your Madden Team

Team Goat | Full Time Employees: 27

Full Team | Full Time Employees: 230+

Team Goat focuses on Idaho, Utah, Wyoming, Oregon, Colorado, and Montana, servicing DMOs, tourism stakeholders, and destination partners across this region.





CREATIVE, STRATEGIC

We believe great creative doesn't start with style.
It starts with substance.

Every idea we bring forward is rooted in strategy, shaped by your brand story, guided by your goals, and informed by real consumer insights. We're not here to make something that just looks good. We're here to make something that works—something that resonates, activates, and connects.

That means we listen first. We learn your landscape, your audience, your challenges. Then we craft concepts that are emotionally compelling, behaviorally smart, and built to move the needle—and the traveler.

This is how we build creative that's not only bold and ownable, but **undeniably yours.**



CREATIVE OVERVIEW

Every traveler has an edge. In Moab, you find yours.

This is a place of thresholds—where landscapes shift, limits are tested, and transformation begins. Where the familiar drops away. Moab invites travelers to seek out the edge, not to escape, but to evolve. You get curious. You get quiet. You get real.

Moab calls to those drawn to raw beauty, to challenge, to connection—visitors who come with intention and leave changed. People looking for their edge.

The edge isn't the end of the road. In Moab, it's where the real journey starts.

This is the shift. And it starts when you step to the edge.

EDGE



WHY THIS WORKS

SUPPORTING BED TAX GOALS

- Encourages deeper, multi-day experiences—not just quick stops—by positioning Moab as a place that requires time, space, and intention to fully take in.
- It threads in local sentiment by positioning the visitor as an intentional, respectful seeker—not an outsider, but a challenger of limits.

APPEALS TO GROWTH-MINDED, PURPOSE-DRIVEN TRAVELERS

- Aligns with Avid Adventurers and Curious Creators who seek self-expansion, perspective shifts, and meaningful, identity-shaping experiences.

ELEVATES MOAB'S BRAND BEYOND ADRENALINE

- Positions Moab as more than an outdoor playground—it becomes a place of emotional and personal evolution, broadening perception and deepening connection.

TAPS INTO 2025 TRAVEL TRENDS TOWARD TRANSFORMATION

- Speaks to the rising consumer desire for “next chapter” trips—travel that marks a turning point, fuels growth, and fosters inner change.

Overall, the concept's duality (climb/rest, high/low) lends itself to seasonality, trip planning, influencer content, lodging partnerships, and behavior-change messaging.

EDGE



SAMPLE HEADLINES

These headlines carry the bold, cinematic tone that defines Moab as more than a destination—they frame it as a personal threshold. Rooted in audience values of growth, identity, and discovery, each line invites travelers to cross into something deeper, aligning with today's demand for meaningful, perspective-shifting travel.

EDGE

BETWEEN A ROCK AND A REAL PLACE.

HERE, QUIET FEELS LOUDER.

MOAB: THE LIMIT DOES NOT EXIST.

FIND YOURSELF RIGHT WHERE IT ALL FALLS AWAY.

THIS IS THE EDGE. NOW BEGIN.

EVERY TRAIL LEADS SOMEWHERE NEW—ESPECIALLY WITHIN.

STILLNESS HITS HARD TOO.

THE TRAIL GOES INWARD.

FIND YOURSELF WHERE THE ROCK BREAKS OPEN.

THE LAND DOESN'T MOVE. YOU DO.

DEAD HORSE POINT
STATE PARK

435.884

OUT HERE,
QUIET IS LOUD.

THE LIMIT DOES NOT EXIST.

THE TRAIL GOES INWARD.

CREATIVE EXAMPLES

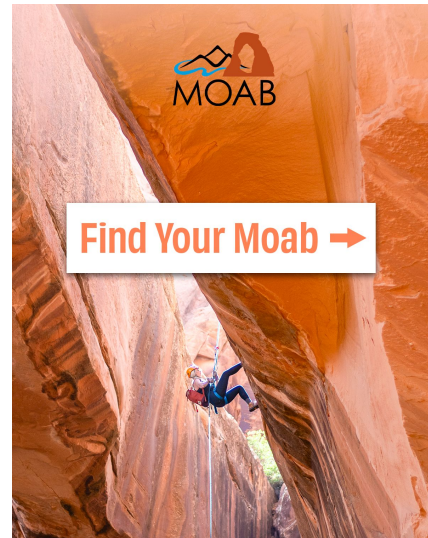
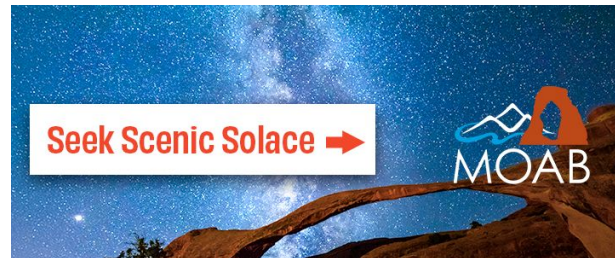
Creative

30-Second Spot



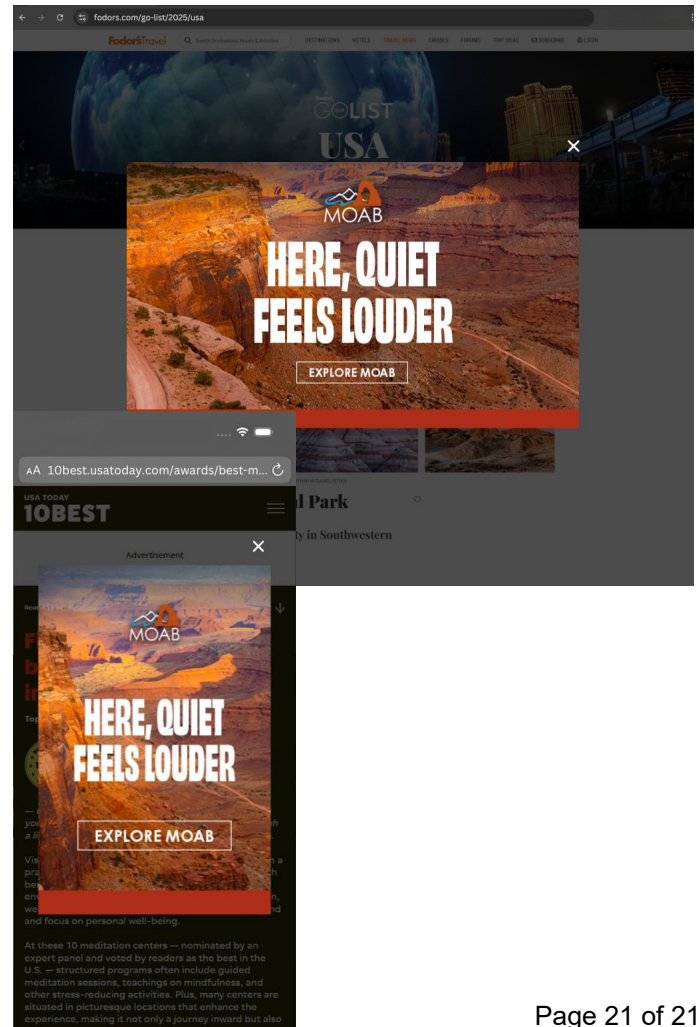
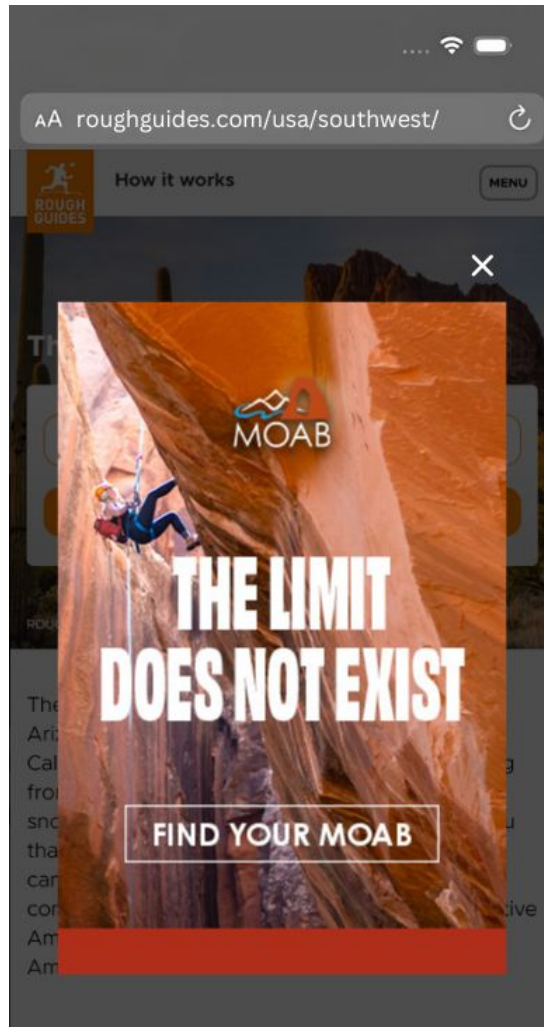
Tiki

High Impact + Tactics



Tiki

High Impact + Tactics



Tactics

**YOUR
ADVENTURE
STARTS
HERE**



**FIND
YOURSELF
WHERE
IT ALL
FALLS
AWAY**



AllTrails & AllGear

Tactics

**WHERE
THE DESERT
MEETS
THE SKY**



**ELEVATE
YOUR
NEXT
ADVENTURE**



Tactics

THE TRAIL GOES INWARD



**ADD SOME COLOR
TO YOUR CAMERA ROLL**



**YOUR
NEXT
GRAND
ADVENTURE**



**THE
LAND
DOESN'T
MOVE.
YOU DO.**



**FIND YOUR EDGE
IN MOAB**



**OUT HERE,
QUIET IS LOUD**




Digital Out Of Home

Awareness



MOAB MOVES YOU

Begin the Journey



THE LIMIT DOES NOT EXIST

Push Your Edge



Expedia

OTA

Discover
MOAB

MOAB
— IS —
**CALLING
YOU**

PLAN YOUR
TRIP

Discover
MOAB

ADVENTURE
**STARTS
HERE**

BOOK NOW

Discover
MOAB

**RED
ROCKS
OPEN
ARCHES**

START
EXPLORING

TripAdvisor

OTA

HERE, QUIET FEELS LOUDER

Discover Moab



HERE, QUIET
FEELS LOUDER

Discover Moab



HERE, QUIET FEELS LOUDER

Discover Moab



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SOCIAL

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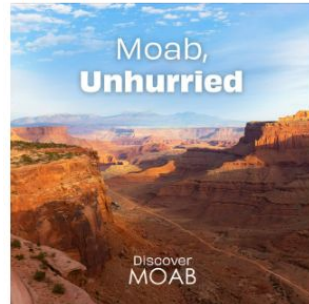


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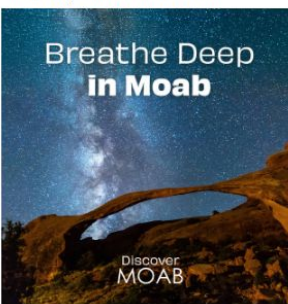


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Find Your Calm

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1 of 6

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Discover
MOAB

Where the **Light**
Does All the Work



[Learn more](#)

AZIRA

DISPLAY



YOUR
NEXT
GRAND
ADVENTURE



Discover Moab



PLAY
HARD,
LIVE
WELL



Discover Moab

THE TRAIL GOES INWARD

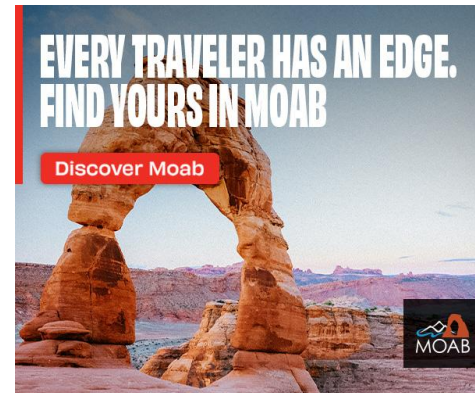
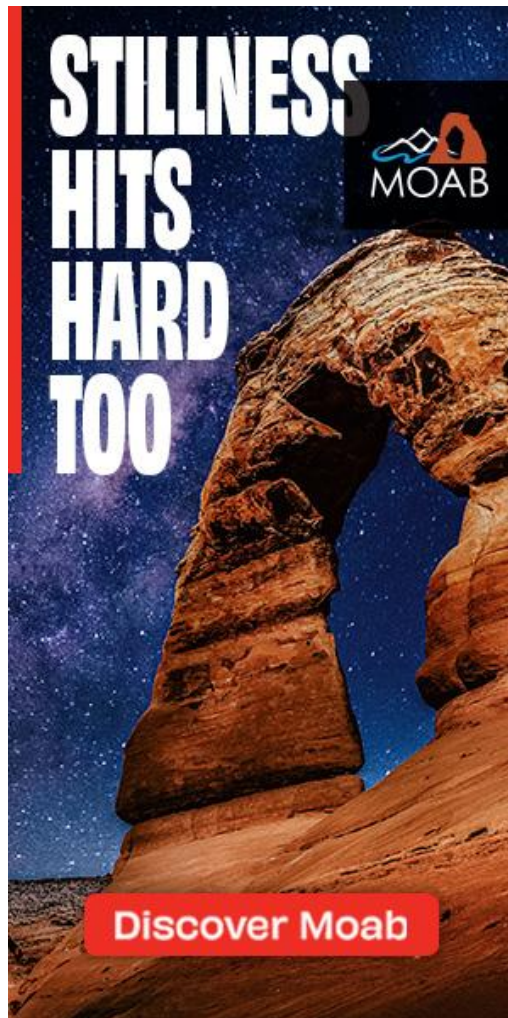


PLAY
HARD,
LIVE
WELL



AZIRA

DISPLAY



Outside

Moab Custom Branded Content Partnership

Nature Hits Different Here

Plan your trip,
redefine adventure.



Find Your Adventure

Iconic landscapes made
for bold travelers.



Red Rocks Await

Desert energy that keeps
you coming back.



Discover
MOAB



Wander Freely in Moab

New discoveries with
every step.



**Request for Proposal
Strategy and Branding Agency for the
Moab Office of Tourism**

**Issued: June 1, 2025
Respond before: June 27, 2025**

Please submit responses to:

ELECTRONIC SUBMISSIONS:

Please submit inquiries and proposals via Utah Public Procurement Portal (U3P) –
<https://utah.bonfirehub.com/opportunities/188943>

Introduction

The Moab Office of Tourism seeks to engage a qualified strategist and branding agency for a limited engagement to develop and implement a strategy, brand identity, and activation that furthers Moab's reputation as a domestic and international destination with a wide range of travel experiences. The agency will join our mission to promote visitor experiences that are welcoming, extraordinary, and sustainable for the small town that supports them.

Moab, Utah is at a pivotal moment as a premier tourist destination. With its breathtaking landscapes, rich cultural heritage, vibrant community, and unparalleled outdoor recreation opportunities, Moab has the potential to break away from its reputation as merely the gateway town to Arches National Park and continue its ascent as one of the world's most sought-after travel destinations.

Rapid growth in tourism brings both opportunities and challenges. Moab is balancing its desires to welcome the world, continue to build a reputation as an extraordinary place, and engage visitors beyond the National Parks, while facing intermittent crowding, potential environmental degradation and strain on local infrastructure—all of which could threaten the very qualities that make Moab attractive in the first place.

Project Goal

We aim to develop a comprehensive business strategy, brand platform, and story for Moab that not only positions it as a must-visit destination but also incorporates lessons learned from other international destinations and our past promotional efforts.

Our goal for this project is to create a brand and implementation that touches each stage of the visitor lifecycle, offers visitors a welcoming, meaningful and enriching experience, and ensures that the beauty and authenticity of Moab are preserved for future generations.

Buy-in from our community—a passionate and devoted bunch—is critical to the project’s success. Locals should be positioned as owners of the brand.

Expected Deliverables

The chosen vendor is expected to provide these deliverables as part of this contract, though specific details and expectations will be outlined and agreed upon as part of the final collaborative process of building a scope of work.

For the purposes of this RFP process, applicants are expected to outline their proposed process and timeline, demonstrate past success in similar work, and relay their ability and resources to meet these expectations.

1. DISCOVERY, RESEARCH & INSIGHTS

Materials audit and review (largely relying on existing resources), including but not limited to:

- Travel and tourism data and projections
- Tax collection, visitation, and economic data
- Historical audiences, geographic markets, media buys, marketing campaigns, brand elements, and taglines
- Budgets and allocation
- Travel guides, collateral, creative, media and channels
- Recent news, reputation and brand perception
- Current and potential stakeholder and community partnerships, including state and surrounding counties' marketing efforts
- Local sentiment research

Competitive audit and landscape review, including but not limited to:

- Lead conversations with stakeholders, including local constituents, city government, local nonprofits, local businesses, state tourism office, film commission, and others
- Identify key competitors and similarly situated destinations
- Recent destination branding projects and industry trends
- Market awareness and opportunity spotting
- Single-destination vacation feasibility and length-of-stay analysis
- Destination wedding feasibility and market analysis

2. BRAND DEVELOPMENT

Business and brand strategy, including:

- KBOs and KPIs
- Existing market analysis and plan

- Community integration and launch plan
- Off-season strategy
- New tourism products, new approaches and a plan for existing products
- Audiences, personas, geographic markets
- Budget allocation
- Go-to-market calendar and plan
- Reporting

Brand platform and narrative, including:

- Write authoritatively about the area, including for our Outdoor Adventure Guide
- Strategic alignment and emotional resonance
- Core verbal brand elements
- Brand promise, mission, and attributes
- Key messages and seasonal messages
- Style guide and brand book
- Develop difficulty systems (beginner, intermediate, advanced), itineraries, and accompanying narrative for all products, including hiking, off-roading, mountain biking and rafting
- Film and screen tourism
- Destination weddings
- Dinosaur history, geology and ecology
- Places to go, things to do, places to stay, restaurants
- Review, fact check, edit, rewrite, reskin, optimize and restructure website
- Review creative assets libraries, retire assets, and implement a new organizational system
- Develop off-season messaging

Visual brand identity, including:

- Logo
- Typography
- Palette
- Representative photography, illustrations, maps, and visuals
- Style guide and brand book

3. BRAND ACTIVATION, IMPLEMENTATION AND LAUNCH

Design and implement the new brand identity into existing and new initiatives, touching the complete lifecycle of the visitor experience, including but not limited to:

- Produce creative assets, photography and video, and an in-season paid media campaign
- Produce creative assets, photography and video for an off-season, paid media campaign
- Design and implement across owned media, including website, microsites, social media, travel guides, in-town and trail maps, and print

- Brand expressions across architecture, signage, visitor center, vehicles, downtown kiosks, airport, trade shows, billboards, public transit, stakeholder and strategic partnership opportunities, merchandise and giveaways, 2034 Salt Lake City Utah Winter Olympics, possibly other large tourism events like FIFA World Cup 2026, official and sponsored events, business cards and presentation templates
- Local business integration, tech support and marketing consulting
- Work collaboratively with contracted public relations agency and media agency

Proposal Submission Requirements

Proposals must include the following:

Branding projects

Provide three (3) project examples of similar scope and size. Summary should be no more than two (2) pages per project and include goals, KPIs, strategy, central concept, and examples of creative (links to creative are ok to include). All project examples must be for work done by the agency responding to the RFP, not for work that team members have done while working for other agencies.

Key Personnel

Resumes and relevant work examples (no more than two (2) pages per person) for key personnel assigned to our account:

- Creative director
- Lead strategist
- Account manager

Please also include the size of the support team and assignments/roles for each stage of the project, including:

- Discovery, research and insights
- Brand development
- Brand implementation

Cost Proposal

Submit your cost proposal broken out by each phase (Discovery; Development; Implementation) and include:

- Professional services fee
- Hard costs
- Other costs
- Total

Please also include an explanation of how you intend to bill for the project and any guarantees.

Estimated Timeline (Dates Subject to Change)

- RFP issued: June 1, 2025
- Deadline for questions during the Question and Answer Period: June 15, 2025
- RFP Offeror Submittals Due Date: June 27, 2025
- Interview invitation: week of July 14, 2025
- In-person interview: week of August 4, 2025
- Identification of Potential Awarded Offeror: week of August 11, 2025
- Clarification Meeting: week of August 11, 2025
- Signing of Contract: week of September 15, 2025
- Anticipated Authorization to Proceed: October 1, 2025

Scoring

Scoring is one factor in the selection process. We reserve the right to select an agency based on other factors, including the firm that is the best fit for MOT and this project. The scoring criteria below are listed to help inform any proposal. We may also ask for references and solicit input from our partners and stakeholders without notice to any Offeror.

Written Response (< 30 pages) – 40%

- Level of Expertise
 - Strength of the agency's three (3) submitted project examples and work in strategy and branding
 - Background and experience of the proposed creative director, strategist, and agency team members
 - Strength of the agency's proposal for the three phases of this project (Discovery; Development; Implementation)
 - Notable client accounts and projects (both in and outside tourism)
 - Experience deploying successful strategies and branding projects, and quantifiable results achieved
- Approach
 - How the agency's approach prioritizes MOT and fits with the project scope, and MOT's vision and mission
 - Familiarity with or plan to become familiar with Moab, its tourism industry, and its future potential
- Value Add
 - Familiarity with the travel industry
 - Familiarity with Moab, with Utah, or with Moab's core tourism products
 - Willingness to establish any of the following: a temporary office, secondment, make extended visits or regular visits for the duration of the project
 - Other: Please provide any additional Value Adds that your agency brings

Cost – 10%

In-person interview held in Moab, Utah – 50%

Offerors that meet the threshold to continue to the in-person presentation and interview will be asked to prepare a presentation outlining this project. The interview for this category will be an in-person, roughly 30-minute presentation and 30-minute Q&A held in Moab, Utah. Only the three key personnel identified by the offeror will be interviewed.

In the presentation, you will be asked to detail your approach to:

- conducting a brand audit,
- developing a business and brand strategy, and
- implementing a new brand for MOT.

Include your initial assessment of Moab's:

- tourism economy,
- current brand and story, including its:
 - strengths,
 - reputation,
 - products, and
 - what can be improved

Quantify how your firm can support MOT and its mission, and where you can take the brand.

Also include:

- a project calendar,
- project plan,
- value propositions, and
- proposed communication cadence with MOT

Provide and review your experience with similar projects.

Resources:

- The Moab Office of Tourism is required by resolution to produce advertising with a primarily promotional and welcoming message, see [Resolution 3406](#)
- [Trail to Tomorrow Strategic Plan](#) (adoption TBD)
- Study finds visitors spent nearly \$400M in and around Moab in 2023: [press release](#); [full report](#)
- Watch a 30-minute film on how the invention of the mountain bike, a now iconic trail, and a local event changed the high-tourism season in Moab: [50 Years of Slickrock](#)
- Read an article in Outside magazine about The Mighty Five, the iconic Utah National Parks advertising campaign: [Utah Wanted All the Tourists. Then It Got Them.](#)

- Listen to a podcast about the book The New Tourist: [How to Achieve the Right Kind of Tourist](#)
- Read an article about the history of film in Moab: [This Utah Town Is the Hollywood of the High Desert](#)
- [DiscoverMoab.com](#) (migrating current site to a Simpleview platform, launching June 2025)
- [Moab Travel Guide](#)
- [Moab Outdoor Adventure Guide](#)
- [Moab tourism and economic data dashboard](#)
- [Moab tourism visitation statistics](#)
- Read a survey about Moab residents' opinions on tourism: [Kem C. Gardner Policy Institute, Moab Area Residents' Opinions on Tourism](#)
- [Arches National Park visitation](#)
- [Canyonlands National Park visitation](#)
- [Utah Travel Industry Website](#)
- [VisitUtah.com](#) (State consumer website)
- [Southwest Biological Science Center](#)
- Discover Moab [shared media library](#) (email for access)

If you need additional visual or brand resources, please let us know via the RFP's question portal.

Contract Award

It is anticipated that this RFP will result in a contract award for an agency. MOT recently published RFPs for a media agency and for a public relations agency. It is expected that the strategy and branding agency selected through this RFP will work closely and collaboratively with the other agencies selected.

Mandatory minimums

- Offeror agrees to submit a maximum of 30 pages as a response.
- Offeror has read and can meet the requirements as stated in the Expected Deliverables.
- Offeror must agree to have key personnel interview with the selection committee in person in Moab.

Conditions of award

A selection committee will evaluate submitted proposals. The County reserves the right to:

- 1) reject any or all proposals, or to make no award;
- 2) require modifications to initial proposals;
- 3) negotiate; or
- 4) make partial or multiple awards.

Respondents who are deemed fully qualified and best suited among those submitting proposals may be requested to participate in discussions regarding their proposals; however, the County may award based on initial proposals received, without discussion of such proposals. At the conclusion of discussions, the respondents will be ranked based on selection criteria, and final negotiations will be conducted with the selected agency.

To the extent permitted by law, all documents submitted as part of the consultant's proposal will be deemed by the County as confidential during the evaluation process, and until selection of finalists. There shall be no disclosure of any consultant's information to a competing consultant prior to award of the contract.

Background and history

The Moab Office of Tourism is a department within Grand County, Utah's local government and is the official Destination Marketing Organization of the area. The office is funded by the collection of tax. In 2025, \$4.4 million was allocated to marketing and tourism promotion.

Grand County has a population of 9,700 residents in 3,700 square miles. Its largest municipality is Moab, Utah (population 5,200), a gateway town to two national parks (Arches and Canyonlands), two state parks (Dead Horse Point and Utahrapator), over 3 million acres of public lands, and the Colorado River. We see an estimated 2.5 million visitors annually.

The stories to tell here go far, far beyond Delicate Arch. Moab is a geologic wonder: a place that, during the age of the dinosaurs, was, for a period, underneath a vast inland sea. The rich and colorful layers of sedimentary rock we see today were deposited over millions of years; so too were the nearby canyons, fins, and arches carved by wind, water, and freeze cycles. These extraordinary landscapes have left visitors and locals alike mesmerized for millennia.

The land was first inhabited by the Fremont, a people who inhabited sites in Utah, Nevada, Idaho, and Colorado during the Archaic (8000 to 1000 BC) and Basketmaker II (1500 BC to AD 50) periods. According to the Moab Museum, "it is probable that, like the Ancestral Puebloans or Hisatsinom, these people are ancestral to various contemporary Native American groups"; the Moab valley today is recognized primarily as part of the Ute ancestral homeland. The first mission of the Church of Jesus Christ of Latter-day Saints arrived in 1855; by 1870, ranchers and homesteaders flocked to the fertile valley, establishing fruit orchards (though the deep canyons also provided nooks and crannies for outlaw gangs, including Butch Cassidy and the Wild Bunch). By the early 20th century, Moab was a vibrant ranching town.

The area reached renowned national fame in 1952, when geologist Charlie Steen discovered a rich uranium deposit, and started selling it to the U.S. Atomic Energy Commission in the wake of the invention of the atomic bomb. Moab was, for a brief moment during the uranium boom, the richest town in the USA: its population ballooned from 1,200 to 6,500, and it crowned itself the uranium capital of the world. This history of mining established a network of roads that weave deep into canyons and today make Moab a destination for off-road adventures.

Today, visitors from around the world make the trek to Moab to experience this special place. Tourism plays a key role in both the local economy and the larger Utah tourism industry. While the national parks are a huge draw for visitors, our area offers a vast array of outdoor adventures—we're a renowned spot for mountain biking, rock climbing, whitewater rafting,

canyoneering, hiking, and off-roading—and a small but growing community of artists and musicians.

Moab also has the longest-running film commission in the world, and is featured in early John Wayne Westerns, the opening scenes of Indiana Jones, the iconic final scene of Thelma & Louise, and more than two hundred others. Filmmaking in Moab bridged an economic gap between the uranium mining bust and the rise of tourism and recreation.

The agency will work closely with our marketing directors, elected officials and advisory board to coordinate this project.

Strategy and Branding Agency selection committee and timeline

Strategy and Branding RFP selection committee:

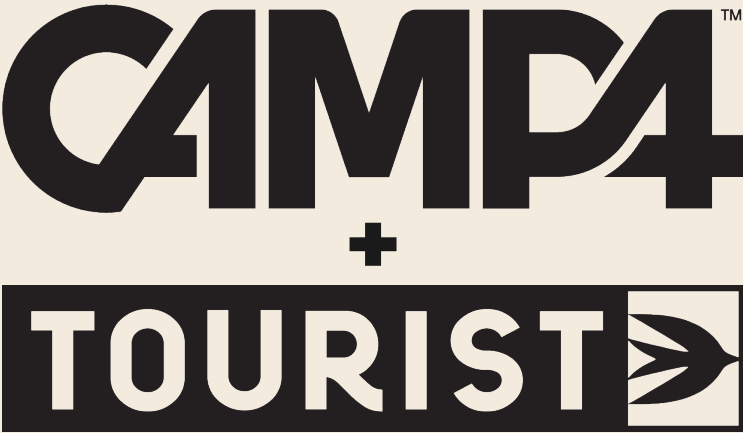
1. Mick Soleta (MOT)
2. Ali Harford (MOT)
3. Quinn Hall (County Administration)
4. Wendell Williams (MTAB)
5. Lori McFarland (MTAB)
6. Brian Martinez (County Commission)
7. Jacques Hadler (County Commission)
8. Ben Cook (UOT)

Timeline for RFP:

- RFP issued: June 1
- Deadline for questions: June 9
- RFP offeror submittals due: June 27
- Selection committee meeting to decide interviewees: July 11
- In-person interviews: August 4
- Selection committee meeting to decide awardee: Week of August 11
- Identification of potential awardee: Week of August 11
- Present awardee to the County Commission: August 19
- Sign contract: September 16
- Anticipated authorization to proceed: October 1

MOAB

OFFICE OF TOURISM



R F P 2025

REQUEST FOR PROPOSAL
STRATEGY & BRANDING AGENCY FOR THE
MOAB OFFICE OF TOURISM



CAMP4TM + TOURIST

***RIGHT TEAM.
RIGHT TIME.***

The next chapter in Moab's extraordinary story.

We believe deeply in Moab's potential—and in the power of a well-told story to shape how the world sees and engages with this place. Moab isn't just a launchpad for adventure—it's a destination with a soul, a story, and a future that deserves to be told on its own terms. This is a chance to move beyond perception and build something more enduring: a brand that doesn't just draw visitors in—but gives more back to the people and landscapes that make Moab what it is.

Our team includes the creative and strategic minds behind some of the most iconic travel and tourism campaigns in the world. We've built brands that change perception, shift behavior, and create lasting emotional connections between people and place.

**Let's create a brand that honors Moab's spirit—
and ensures its legacy for generations to come.**

TWO TEAMS - ONE VISION

CAMP4 + TOURIST are honored to be part of this process—and genuinely excited by the opportunity to help shape Moab’s future while protecting what makes it irreplaceable.

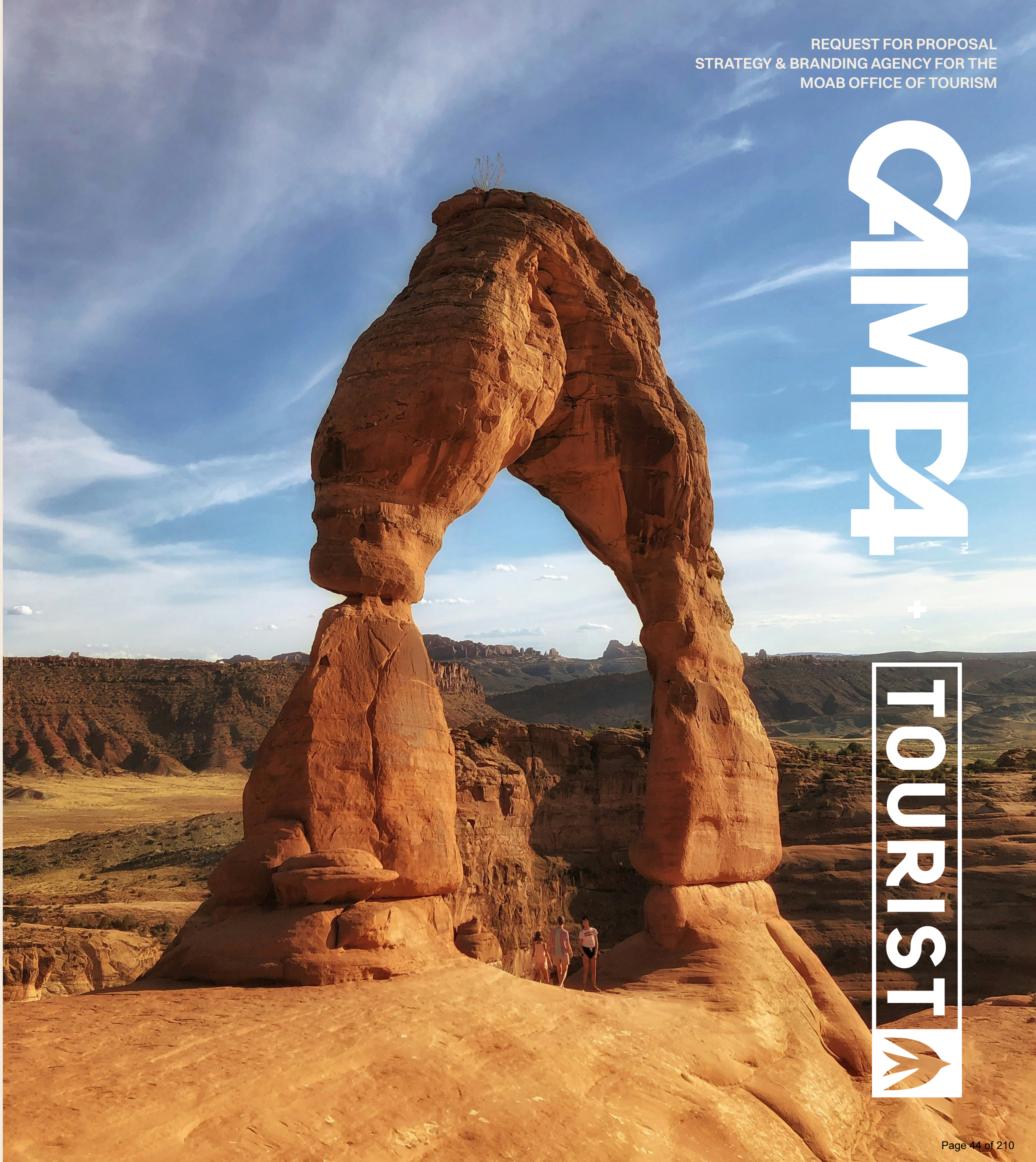
Our names say a lot about who we are. CAMP4 nods to the legendary Yosemite basecamp, honoring a raw, reverent spirit of adventure. TOURIST reclaims the word with intention—standing for the traveler who arrives with curiosity, care, and connection. Together, we offer something rare: a team built specifically for the intersection of destination branding, visual storytelling, and outdoor culture. Our leadership has decades of experience working together on iconic tourism, hospitality, and recreation campaigns—and we bring that experience with humility, creativity, and a deep respect for this place.

CAMP4 + TOURIST is a lean, senior-led collaboration built for impact—not overhead. That means you get direct access to top-tier talent, seamless transitions from strategy to execution, and a team that feels less like a vendor and more like a PARTNER.

CAMP4™

+

TOURIST™

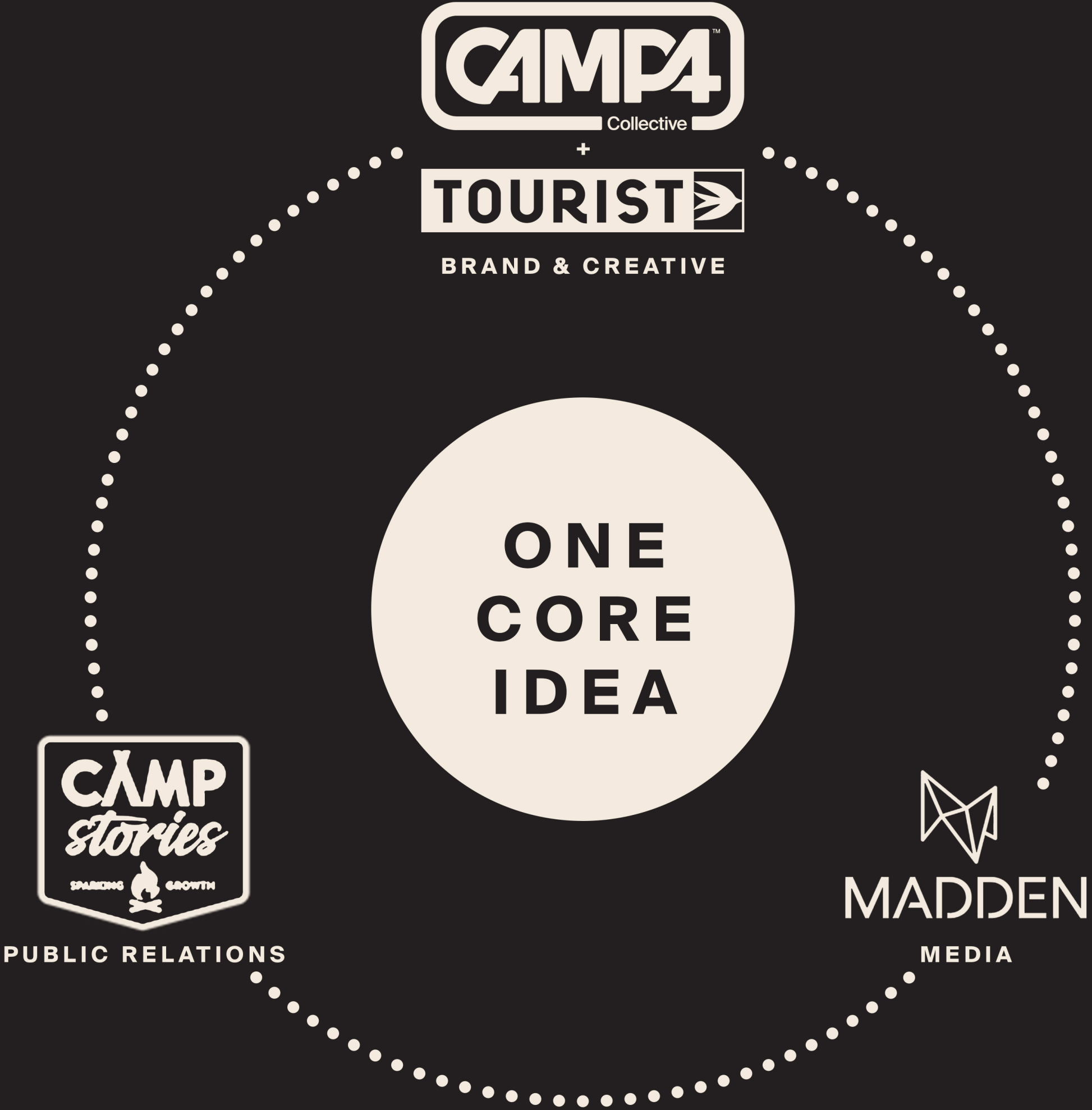


YOUR ASK.

Elevate Moab’s standing as a premier travel destination—both in the U.S. and abroad—by showcasing the region’s rich diversity of experiences and redefining it as more than just a gateway, but a destination in its own right.

OUR TASK.

Identify and express the authentic essence of Moab in a way that is distinctive, emotionally resonant and tuned for a modern audience. Expand the region’s narrative beyond adventure to reveal its full range of experiences, and strategically reshape perception to engage a broader, more diverse set of travelers.



ABANDON THE BATON PASS.

WE'RE BETTER TOGETHER.

We recommend an Integrated Marketing Team.

IMT is the coordination and integration of all marketing tools into one seamless effort. It is both a philosophy and a process.

1. One core idea for a campaign
2. The core idea lives across all communications
3. The idea informs the selection of the most relevant channels
4. Plan for desired consumer takeaway, not just impressions

CORE TEAM BIOS



Steve Barry

ACCOUNT LEAD

Steve Barry is an account leader with over 25 years of experience guiding brands toward work that’s both powerful and purposeful. He began his career at CP+B on outdoor brands like Merrell and Giro, then held senior roles at Goodby, Wieden+Kennedy, and EVB—leading campaigns for Starbucks, Chevrolet, Infiniti, and Breckenridge Tourism. Most recently, he ran the Denver office for Madwell, working with Visible Wireless, Red Bull, Altra Running, and Denon Audio. Now, he leads the charge for CAMP4 + TOURIST from the Colorado Front Range.

Steve grew up on Lake Shasta, where his family still runs a houseboat marina and campground—an early education in tourism from the inside. Known for his calm command of complexity, he’s as at ease steering global strategy as he is navigating real-world logistics. He’s made countless spring pilgrimages to Moab’s red rock trails—bringing both personal affection and professional perspective to the work ahead.



Ben Peters

STRATEGY LEAD

Ben Peters is a strategist who connects cultural insight with emotional resonance—helping brands understand their audiences and tell stories that matter. Over his 25-year career, he’s led strategy for global names like Google, Meta, adidas, and Visa, while also shaping campaigns for destinations like Snowbird Resort, Travel Portland, and the Utah Office of Tourism. His strength lies in aligning teams around meaningful narratives that move people and drive action.

Based in Portland, Ben brings an outsider’s eye to place-based work, often partnering with TOURIST founder Alexandra Fuller, including on Utah’s acclaimed Road to Mighty campaign. A skilled facilitator and communicator, he leads early-stage research and strategic development, then stays involved through creative execution—bringing clarity, momentum, and a deep understanding of how culture, behavior, and brand intersect.



Alexandra Fuller

CREATIVE LEAD

Alexandra Fuller has spent over 25 years telling stories about the relationship between people and place. As the creative lead on Utah’s original Mighty 5 campaign, she helped define a new era of destination marketing—and has been shaping the narrative of the American West ever since. She grew up in Park City, now splits time between Salt Lake City and Boulder, Utah, and brings both professional perspective and lived experience to the challenges Moab faces.

Alex has led creative for tourism, hospitality, and outdoor brands across the globe, and in 2023 was invited to keynote the Idaho Tourism Conference on how communities can shape tourism programs that locals actually like. She runs a guest property in Boulder that functions as a working model for reciprocal tourism, and serves on the local arts council. She launched TOURIST to offer a new kind of destination storytelling—senior-led, emotionally intelligent, and rooted in place.

A SEAMLESS COLLABORATION — BY DESIGN

The humans behind TOURIST and CAMP4 have worked together for years across brands, agencies, and continents. We choose to collaborate—not because we have to, but because we know it makes the work better.

This isn't two separate teams bolted together. It's a single, integrated brain trust that moves from strategic insight to creative idea to execution—without silos or lost context.



A. Nigh Herndon
DESIGN LEAD

A. Nigh Herndon is a senior brand and systems designer with 25+ years of experience crafting emotional and dimensional identities for hospitality and place-based brands. With roots in illustration, architecture, and a Master's in design, he brings form and function into balance. For Moab, he will lead identity design and art direction across all campaign activations.



Tim Kemple
CONTENT DIRECTOR

Tim Kemple is a renowned director and photographer, best known for cinematic storytelling that blends outdoor authenticity with modern visual style. As founder of Camp4 Collective, he's led campaigns for global, tourism, and outdoor brands alike. For Moab, Tim will direct all photo and video production—from concept through final edit.



Jessica Kunzer-Pearson
MANAGING DIRECTOR

Jessica Kunzer-Pearson brings nearly 20 years of experience in outdoor, tourism, and cause-driven marketing. A former Director of Communications for Ski Utah, she now serves as Camp4's managing director and client advocate. For Moab, Jess will help guide the partnership—maintaining continuity, supporting the team, and championing the work from start to finish.



Heidi Gress
LEAD PRODUCER

Heidi Gress is a seasoned producer and project manager, known for keeping complex creative work on track, on time, and on budget—with warmth, clarity, and calm authority. With a background in film and photography, she brings both artistic intuition and logistical precision to every project. For Moab, she'll serve as lead producer, managing day-to-day execution across the engagement.



AN EXPEDITION APPROACH

We believe storytelling is a team sport. Our 6-person support crew works with you from research to launch. We have next-gen talent combined with decades of experience and a network of expert collaborators.

Think of us as your extended creative family. We're lean, agile, and passionate about your community. We know when to push boundaries and when to show restraint. When to amplify the adventure and when to protect the sacred spaces that matter most. Here is a breakdown of that team throughout each phase, outlined by role and responsibility.

Discovery, Research & Insights

- UX Specialist -**
Studies users and maps their journeys
- Copywriter -**
Creates content strategy and messaging
- Designer -**
Researches visuals and competitors

Brand Development

- Designer -**
Builds brand identity and visual systems
- Copywriter -**
Creates content strategy and messaging
- UX Specialist -**
Plans brand experience online

Brand Implementation

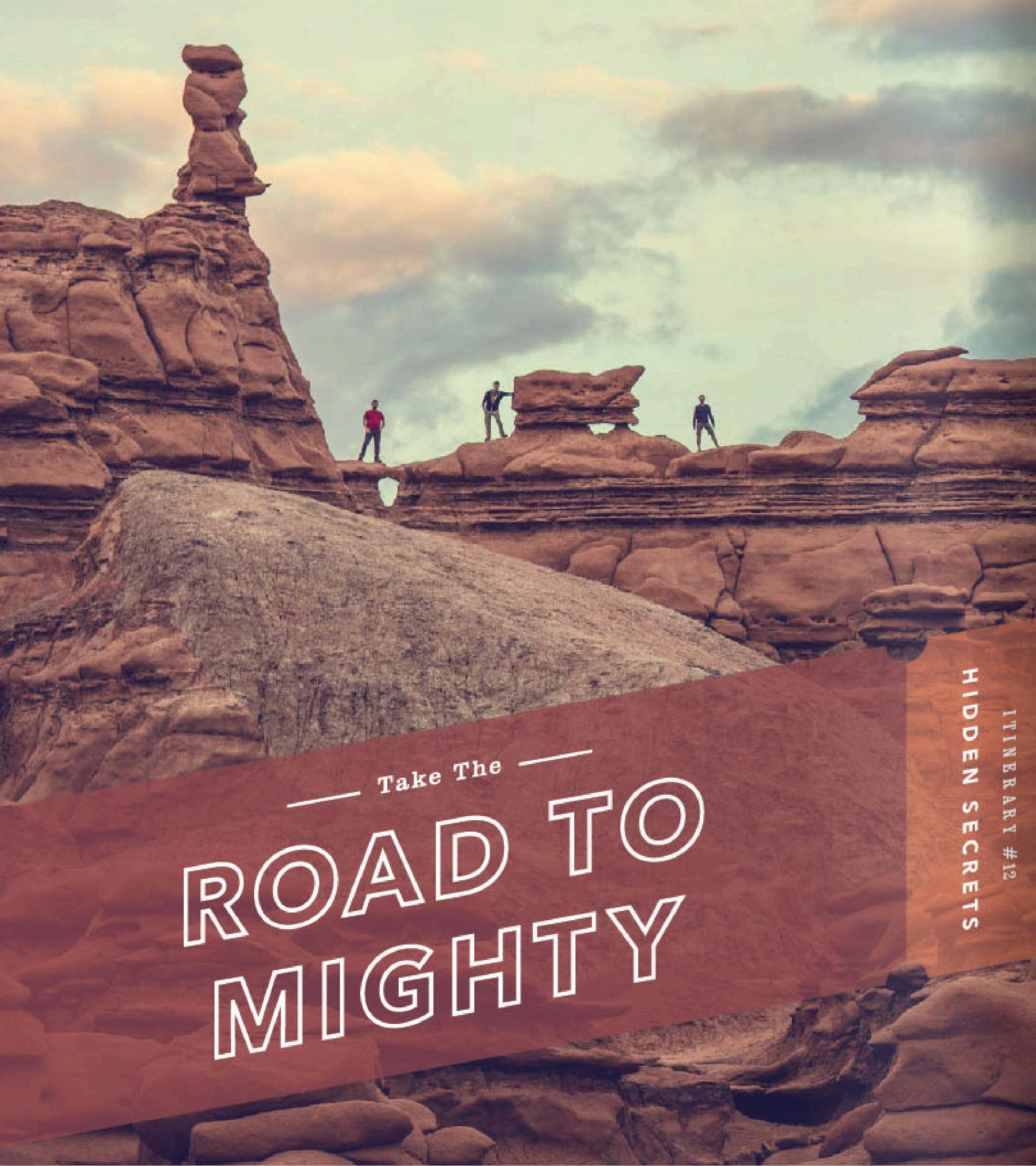
- Production Team -**
 - Editor* - Makes and edits content
 - DP* - Shoots photos and videos
- Advanced Developer -**
Builds website and tech features
- Designer -**
Creates assets for all channels
- Copywriter -**
Writes final copy

AMBITION, AUTHENTICALLY

The world is full of places chasing growth. What's rare is a place that grows with integrity. Each of these case studies shows how we've helped destinations and brands navigate that balance—between the pull of progress and the need to stay true to what matters. Whether reframing a beloved campaign, launching a national hospitality concept, or uniting a complex retail brand, we built ideas that moved fast, scaled wide, and stayed grounded.

Moab is both a global brand and a vulnerable ecosystem. The world wants more Moab. But the town needs a version of tourism that gives more than it takes. That's the tension—and the opportunity. A successful Moab brand won't shy away from ambition. It'll ground that ambition in authenticity: of place, of people, and of purpose.





CASE STUDY

THE ROAD TO MIGHTY

REFRAMING A HIT CAMPAIGN TO SPREAD THE LOVE
— AND THE IMPACT

CLIENT: *UTAH OFFICE OF TOURISM*

ONE



The Challenge

After conceiving and directing The Mighty 5—a bold campaign that positioned Utah’s five national parks as a unified bucket-list experience—we saw its undeniable success reshape the region’s tourism economy. But it also concentrated impact: overcrowding at the parks, minimal spillover into surrounding communities, and growing strain on infrastructure and local sentiment. Rather than walk away from the story we helped create, we evolved it.

The Idea

The Road to Mighty reframed the journey, not just the destination. Developed by Alexandra Fuller and Ben Peters (then at Struck, in creative and strategic lead roles) in collaboration with Camp4 Collective, the campaign turned focus toward the scenic byways and lesser-known places between the parks—small towns, state parks, tribal lands, and public lands beyond the national spotlight. It wasn’t a corrective—it was a deepening. An expansion of narrative and value, rooted in stewardship.

The Impact

This was more than a marketing pivot—it was a mindset shift. The campaign helped redistribute travel patterns, extend average stay length, and increase awareness of previously overlooked regions. But more importantly, it began reshaping traveler behavior, laying the narrative groundwork for Utah’s long-term move toward regenerative tourism.

RESULTS

THE MIGHTY 5

\$1.96B in attributed visitor spending
338:1 ROI on tourism dollars spent
68% increase in national park visitation (5-year span)
Platinum Adrian Award, HSMAI
Best Broadcast Campaign, U.S. Travel

THE ROAD TO MIGHTY

+49% visitation to Hovenweep National Monument YoY
+21% visitation to Natural Bridges National Monument YoY
Helped fuel Utah's \$6.1B outdoor recreation economy
Laid narrative foundation for Forever Mighty stewardship initiative

This work was originally created under the agency Struck, where Fuller and Peters served as creative and strategy leads. Their close collaboration with Camp4 during this project laid the foundation for the integrated model they bring today.

[FIND OUT MORE](#)

WHAT IT MEANS FOR MOAB

Moab is at a similar inflection point: globally recognized, yet often reduced to a gateway. The next chapter isn't about abandoning that legacy—but evolving it. Like The Road to Mighty, Moab's future depends on redistributing impact, deepening storytelling, and building a brand that welcomes, protects, and invites curiosity. It's time to turn the idea of Moab from an access point into an ecosystem—where visitors stay longer, see more, and connect more meaningfully.





CASE STUDY FIELD STATION

BUILDING A SCALABLE HOSPITALITY BRAND
WITH MOAB AS GROUND ZERO

CLIENT: *AUTOCAMP HOSPITALITY GROUP*

TWO



The Challenge

AutoCamp had already established itself as a premium outdoor hospitality brand—but recognized the need for a more flexible, future-facing concept to reach a broader outdoor audience. They looked to us to help them envision and create something different: a nationwide network of modern basecamps in iconic recreation towns, welcoming everyone from van-lifers to families to first-timers. And they chose Moab as the place to pilot it. Field Station needed to reflect Moab’s edge and energy while laying the foundation for scalable brand consistency across varied geographies and sport cultures.

The Idea

We created Field Station from the ground up as a brand that blurs boundaries—between traveler and local, between high-design and accessibility, between basecamp and destination. With immersive lodging, guided experiences, curated gear, community programming, food and beverage, and retail all under one roof, Field Station reimagines what a recreation-oriented stay can be. From visual identity to tone of voice to launch strategy and storytelling, we built the brand to be inclusive, adaptable, and deeply rooted in place. Designed around the adaptive reuse of old motels, the brand was built for scale—but with a reverence for context.

The Impact

The Moab location opened in spring 2023 to immediate acclaim—becoming the inaugural property in a national rollout that now includes Joshua Tree and planned sites across the U.S. opening next year. The brand’s early success validated its unique blend of repurposed design, immersive programming, and deep local integration. It also created meaningful economic pathways for Moab locals—as guides, outfitters, educators, and collaborators.

FIELD STATION RESULTS BRAND METRICS

Launched as a national brand with 5 locations by 2026
Tripadvisor 2025 Travelers’ Choice Award
Part of AutoCamp’s \$40M+ revenue portfolio

MOAB-SPECIFIC OUTCOMES

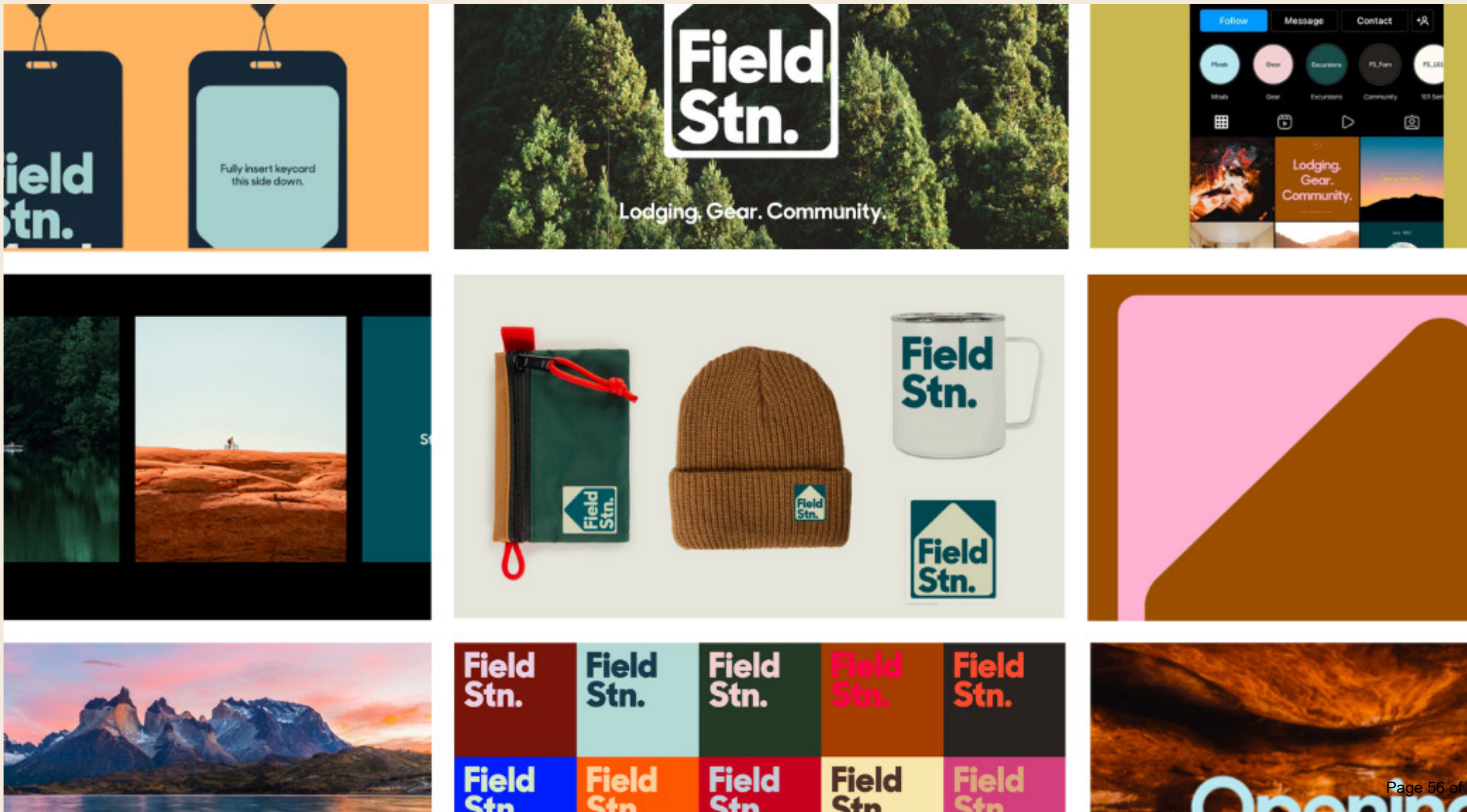
Moab selected as inaugural test site
139 rooms + van-life posts now operating at full scale
Hosts talks, classes, and experiences with local experts
Supports local economy via guide services, retail, and events

“Working with Alexandra Fuller and team on launching Field Station was an absolute joy. Talk about someone who just gets it, digs into a brand, and truly brings it to life.”
— Taylor Micaela Davis, former marketing director at AutoCamp

[FIND OUT MORE](#)

WHAT IT MEANS FOR MOAB

Field Station proves that hospitality can serve as connective tissue—not just shelter, but shared experience. This model strengthens Moab’s brand by diversifying who it serves and how it serves them: more than tourists, a community of participants. Moab can apply this same thinking across its identity—reframing itself not as a gateway, but as the kind of place people return to, again and again, to stay out there.





CASE STUDY PUBLIC LANDS

LAUNCHING A NATIONAL BRAND
THAT MADE ROOM FOR EVERYONE OUTDOORS

CLIENT: *DICK'S SPORTING GOODS*

THREE



The Challenge

Following the wind-down of its Field & Stream brand, Dick’s Sporting Goods needed more than just a rebrand—it needed a reinvention. The new concept, Public Lands, would have to resonate authentically with a diverse, modern outdoor community: from elite trail runners to new hikers, from vanlifers to parents with strollers. It had to inspire gear-buying and advocacy. And it had to launch powerfully enough to anchor a national footprint. The stakes were high—and so was the ambition.

The Idea

We created a brand around one core truth: public lands are one of the last things we all share. The launch campaign, Let’s Land Together, tapped into post-pandemic desire for reconnection and outdoor community. Through language, visual identity, film, photography, and live experiences, we made “landing together” both a literal and emotional promise: a shared celebration of the places that bring us together. We built a brand that could flex across outdoor disciplines and cultural styles—urban and remote, elite and beginner—and that could rally partners, influencers, and audiences alike under one unifying message.

The Impact

Our team served as the central creative and strategic hub across six agency partners. We led cross-functional collaboration, aligning media, PR, influencer, social, activation, and sustainability efforts around a single idea. We brought on Grammy-winning artist Brittany Howard—an authentic outdoor advocate—to voice the anthem film, perform at the grand opening, and star in a purpose-driven mini-doc. Creative and production were fully integrated, ensuring campaign continuity and speed across all platforms. From one flagship store in Pittsburgh, the brand scaled to eight stores and a national presence—quickly becoming a cultural and retail benchmark in the outdoor space.

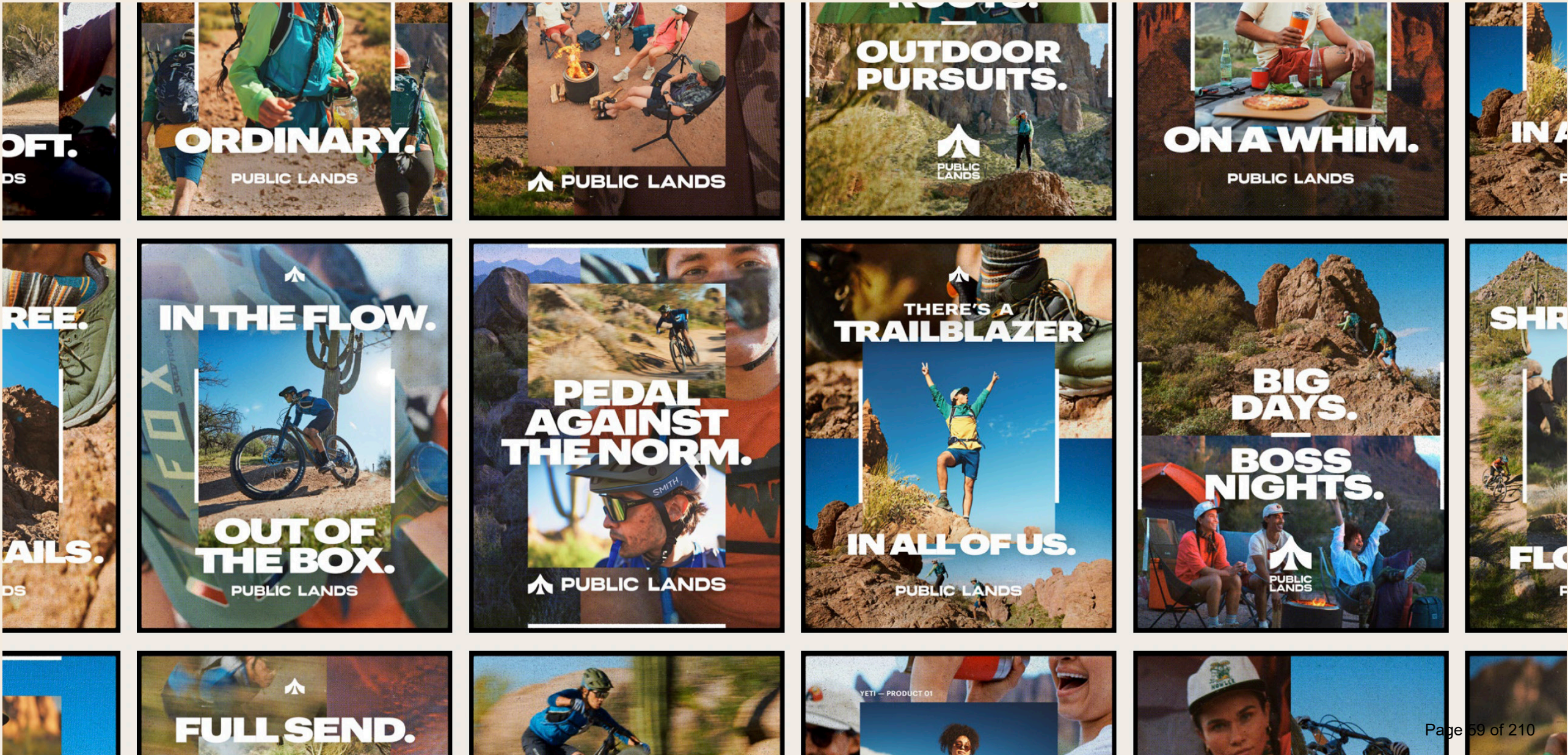
PUBLIC LANDS RESULTS

- Expanded from 1 store in 2021 to 8 stores nationwide by 2024
 - Thousands of attendees at the flagship store grand opening in Pittsburgh
 - Campaign helped establish Public Lands as one of the boldest retail brand launches in the outdoor category
 - Public Lands Fund granted \$1.5M+ to 55+ organizations supporting conservation and equitable access to the outdoors
 - Brand earned national recognition for blending gear retail with purpose-driven storytelling
- Quoted praise from Public Lands President Todd Spaletto:
“Camp4 was instrumental in the launch of Public Lands—from strategic insight to creative execution, they helped build a brand that didn’t just stand out, it stood for something.”

[FIND OUT MORE](#)

WHAT IT MEANS FOR MOAB

Moab doesn’t need a louder brand—it needs a smarter one. One that can unify residents, partners, and travelers around a shared vision. Public Lands proves that with the right idea and the right leadership, even a complex, multi-partner launch can feel seamless, purposeful, and culturally resonant. We led strategy, creative, and production as a single integrated team—ensuring the core idea held across every touchpoint. And we built in flexibility from the start, customizing the message for diverse communities and aligning stakeholders behind a shared identity. Moab deserves nothing less: a clear voice, a big idea, and a team that can deliver it end to end.



CAMP4 COLLECTIVE + TOURIST
OUR COMBINED BRAND EXPERIENCE



PHASE 1 DISCOVERY & IMMERSION

AN UNCOMMON APPROACH FOR AN UNCOMMON PLACE.

PHASE GOAL

Uncover the emotional, cultural, and perceptual forces shaping Moab today to inform a rebrand that is authentic, future-facing, and locally rooted.

This research approach is anything but conventional. Designed specifically for a place as complex and mythic as Moab, it combines owned research with deep emotional excavation—tapping into memory, identity, and lived experience to uncover the truths that typical research misses. By blending cultural anthropology with creative exploration, we aim to reveal not just what Moab is, but what it means—to locals, to visitors, and to the world it has yet to fully reach.

PHASE 1 **OCT - DEC 2025**

DISCOVERY & IMMERSION

Define the Opportunity

Clarify what must be understood—and why it matters.

- Stakeholder workshop
- Identify barriers, challenges, and opportunities
- Establish shared brand ambition

Audit the Landscape

Understand where Moab sits—now and next.

- Review existing research
- Competitive analysis (up to 3 competitors)
- Perceptual mapping of current vs. desired associations
- Social/media listening to surface narratives and gaps

Listen to the Locals

Center community voice in the rebrand.

- Interviews with residents, artists, business owners, tribal reps
- Porchlight Sessions: Community roundtables held in backyards and living rooms—where honest conversation, shared meals, and local insight shape the future of Moab’s brand.

Decode the Visitor Experience

Understand how travelers see - and feel - Moab.

- Psychographic visitor identity mapping
- Analysis of UGC and reviews for emotional themes

PHASE DELIVERABLE

Synthesize the Soul of Moab

Identify the core truths that will inform brand strategy.

- Insight Report: Human truths and perceptual gaps
- Visitor Archetypes: From escapists to seekers
- Brand Truth Framework: What Moab is really about
- Opportunity Map: Where the brand can grow

PHASE 2
BRAND
STRATEGY &
IDENTITY
A CREATIVE MAP FOR THE FUTURE.

PHASE GOAL

Bridge insight with action. Each step in our brand strategy and identity phase builds toward key deliverables, ensuring cohesion across audience, messaging, and design.

This phase doesn't just define a brand—it builds a system designed to scale, adapt, and endure. From voice to visuals, from wedding travelers to geology buffs, we're crafting a brand experience as layered and resonant as the land it represents.

PHASE 2

DEC - MAR 2026

BRAND STRATEGY & IDENTITY

Distill the Brand Truth

Turn insight into a clear, resonant foundation

- Synthesize research into brand truths and tensions
- Explore Moab’s dualities to define brand edge

Output - Unified Brand Platform

- Brand Promise
- Voice & Tone
- Emotional Territory
- Guiding Principles

Define Visitor Archetypes & Experience Priorities

Design around the needs of core audiences

- Group visitors by mindset and intent
- Build profiles with emotional and seasonal context
- Map journey scenarios to find moments that matter

Output - 3–5 Visitor Archetypes (e.g., Soul-Seeker, Rugged Minimalist) Experience Design Priorities across the visitor journey

Architect the Brand Narrative

Build a storytelling system for seasons and segments

- Define thematic content pillars (film, weddings, geology, etc.)
- Develop seasonal story arcs
- Establish brand language and editorial guidelines

Output - Narrative Architecture

- Messaging Framework (Peak/Off-Season)
- Thematic Playbooks
- Core Messaging Matrix

Bring the Brand to Life Visually

Create a cohesive and adaptable visual identity

- Develop identity framework based on place and tone
- Design logo and brand marks
- Create modular design tools for varied applications

Output - Visual Identity Toolkit

- Logo + Variations
- Typography & Color System
- Photography Direction
- Iconography & Maps
- Application Brand & Style Guide

PHASE 3
ACTIVATION &
IMPLEMENTATION
BIRTH OF A NEW BRAND.

PHASE GOAL

To launch and operationalize the new Moab brand across every touchpoint—campaigns, environments, digital platforms, and community channels—ensuring it is experienced consistently, vividly, and meaningfully by all audiences.

This phase blends bold storytelling with practical systems, ensuring the brand resonates emotionally, performs across channels, and is embraced by visitors, locals, and partners alike.

PHASE 3

MAR - JULY 2026

ACTIVATION & IMPLEMENTATION

Launch the Hero Campaign

Reintroduce Moab with bold, cohesive creative.

- Develop campaign creative (e.g., “This is Moab”)
- Produce assets across film, photo, digital, social, OOH, and print
- Plan a phased media rollout (tease, launch, sustain)
- Align targeting and tone with visitor archetypes

Output - Hero Campaign Toolkit

- Campaign Film & Photography
- Social, Print, and Digital Assets
- Messaging System by Audience/Season

Activate the Brand in Physical Space

Create immersive brand moments at key locations.

- Refresh Visitor Center experience
- Brand arrival points (airports, kiosks, highways)
- Use storytelling through maps, murals, AR, and signage

Output - On-Site Brand System

- Environmental Design (Visitor Center, Kiosks, Airports)
- Wayfinding & Interpretive Materials
- Seasonal or Permanent Installations

Refresh Owned Content Ecosystem

Build a digital presence that reflects the new brand.

- Redesign the official Moab tourism website with a focus on story, simplicity, and itinerary planning
- Relaunch social channels with new tone and rhythm
- Develop modular content for verticals (film, weddings, geology, etc.)

Output - Owned Content Platform

- New Website + UX
- Vertical Content Playbooks
- Social Calendar + Channel Refresh
- Itineraries by Visitor Archetype

Build a Seasonal PR & Media Toolkit

Equip teams to tell the brand story year-round.

- Turn narratives into seasonal and vertical media hooks
- Create press kits and influencer engagement tools
- Align outreach with travel patterns and campaign timing

Output - Media Toolkit

- Key Storylines + Messaging
- Visual Assets
- Seasonal Editorial Framework

Engage and Equip Local Businesses

Empower the community to extend the brand.

- Host brand training for local businesses
- Create co-branding templates and signage guidelines
- Provide assets for storytelling and promotion

Output - Local Business Playbook

- Brand Overview + Messaging
- Signage + Experience Guidelines
- Custom Social/Web Templates
- Co-Marketing Opportunities

CAMP4 COLLECTIVE + TOURIST COST PROPOSAL

It’s always a little tricky to estimate a fee in the absence of getting to know you and working directly with you (especially during a pitch process). Is the staffing plan rich or is it light? Do you like people dedicated to your business or are you flexible? And specifically, we know there are seasonal variations of campaigns needed. How much are we advertising for on-season versus off-season? We know we’ll uncover so much in our first meetings with you, so please understand these are very preliminary numbers.

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PHASE	SERVICE FEE	HARD COSTS	NON- PRODUCTION TRAVEL	TOTAL
Phase 1: Discovery, Research and Insights	\$90,000	\$15,000	\$5,000	\$110,000
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FROM GATEWAY TO GRAVITY

THOUGHT STARTER

MAKE MOAB THE DESTINATION, NOT JUST THE DEPARTURE POINT.

Insight:

Moab is often treated as a thru-line—a necessary stop en route to Arches or Canyonlands. But the truth is, people come from around the world to do things here. Not just see things.

Creative Opportunity:

What if Moab wasn't just the place between adventures—but the adventure itself? A destination built around sight-doing, not sightseeing. Where active participation—cultural, physical, communal—is the draw.

This shift repositions Moab from waystation to center of gravity. A place where you might pair a canyoneering adventure with a hands-on workshop from a local artisan. Where the post-bike-ride plan isn't to crash, but to connect—over food, music, culture, or wild desert stories. This kind of active travel is fun, meaningful, and—crucially—more sustainable. When visitors do more than spectate, they spend more time, money, and care.

“Sight-doing” isn't just a brand hook. It's a behavioral nudge that aligns with the type of tourism Moab wants: deeper, richer, and more rewarding for everyone.



SHIFT THE DMO FROM INFORMATIONAL TO ASPIRATIONAL.

This is a design problem. A language problem. A vibe problem. But it's also a behavioral opportunity. When a brand is magnetic and modern, it can model the kind of travel it wants to see. A Moab brand rooted in style, substance, and wit can make things like "pack it in, pack it out" or "ride responsibly" feel less like homework and more like insider cool.





FROM RESENTMENT TO RECIPROCITY

THOUGHT STARTER

REBUILD THE VISITOR-LOCAL RELATIONSHIP AROUND MUTUAL BENEFIT.

Insight:

There's a reason “welcoming” shows up repeatedly in Moab's RFP: it's aspirational. The relationship between locals and visitors is strained—imbalanced in ways that breed burnout, resentment, or indifference. Yet tourism is here to stay. The real opportunity isn't to quiet conflict—it's to rewire the exchange.

Creative Opportunity:

Moab can lead the industry by modeling what a reciprocal tourism economy looks like. One where visitors get unforgettable, grounded experiences because they connect with locals—not despite them. And where locals gain not just income, but agency, visibility, and pride.

This shift isn't just about messaging—it's about strategy. A brand platform can elevate Moab's existing local-guided, locally-sourced, and community-rooted offerings into a more compelling whole. And by making that version of travel feel cool, not clinical—joyful, not judgmental—we turn sustainability into a selling point, not a scold.

WE'RE READY TO TAKE THE LEAP WITH YOU

CONTACT Steve Barry
steve@camp4collective.com
camp4collective.com
415.706.1348
32 West 200 South, #308
Salt Lake City, UT 84101



MOAB

OFFICE OF TOURISM

Strategy & Branding Agency Presentation – August 4, 2025

CAMP4TM

TOURIST 

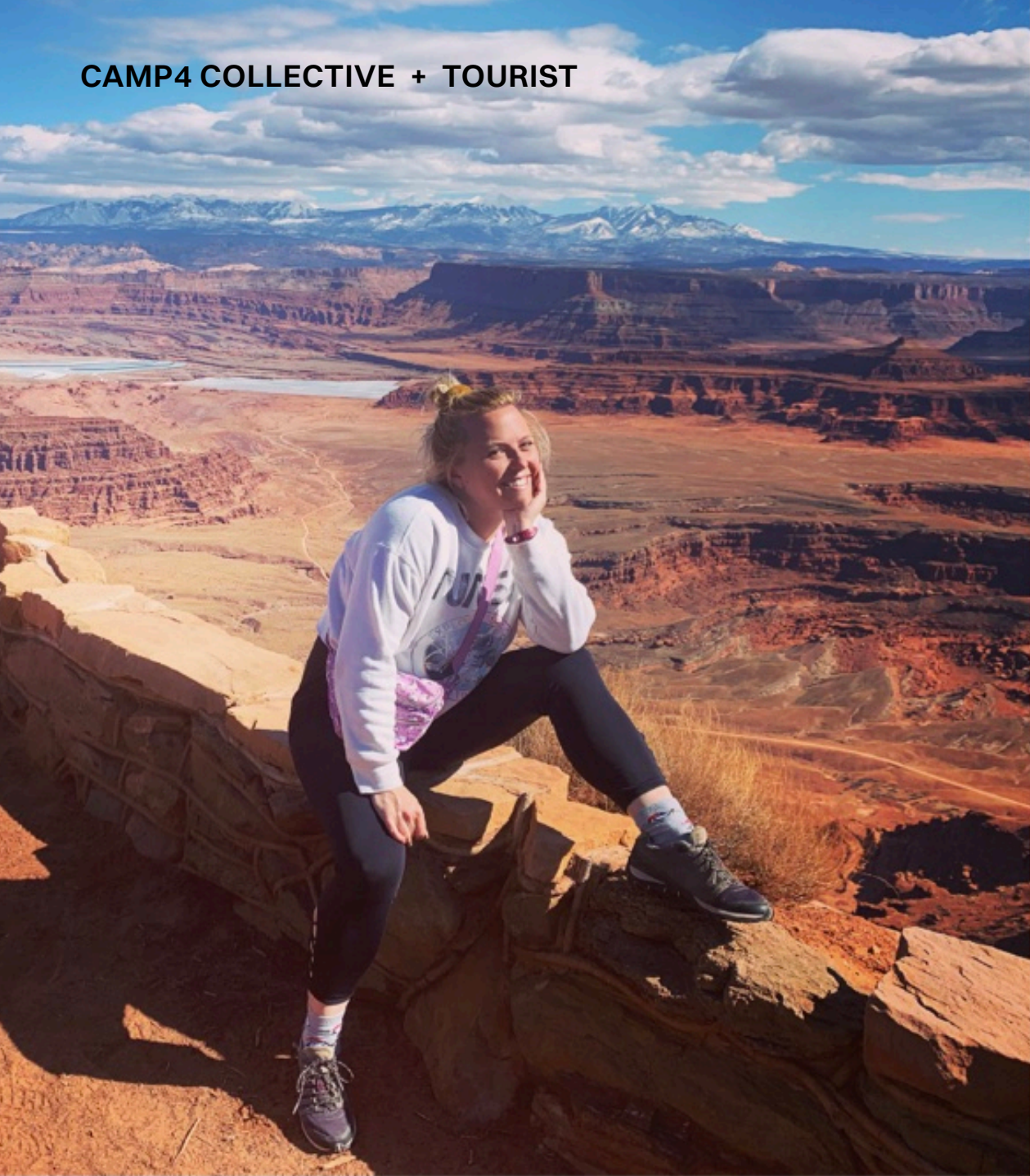
AGENDA

- INTRODUCTIONS
- PART 1 - Why This Team?
- PART 2 - Moab Today
- PART 3 - Strategic Approach
- PART 4 - From Brand to Experience
- PART 5 - Project Calendar & Deliverables
- TOP 5 REASONS - Why This is the Right Team
- Q&A



CAMP4 + TOURIST

INTRODUCTIONS

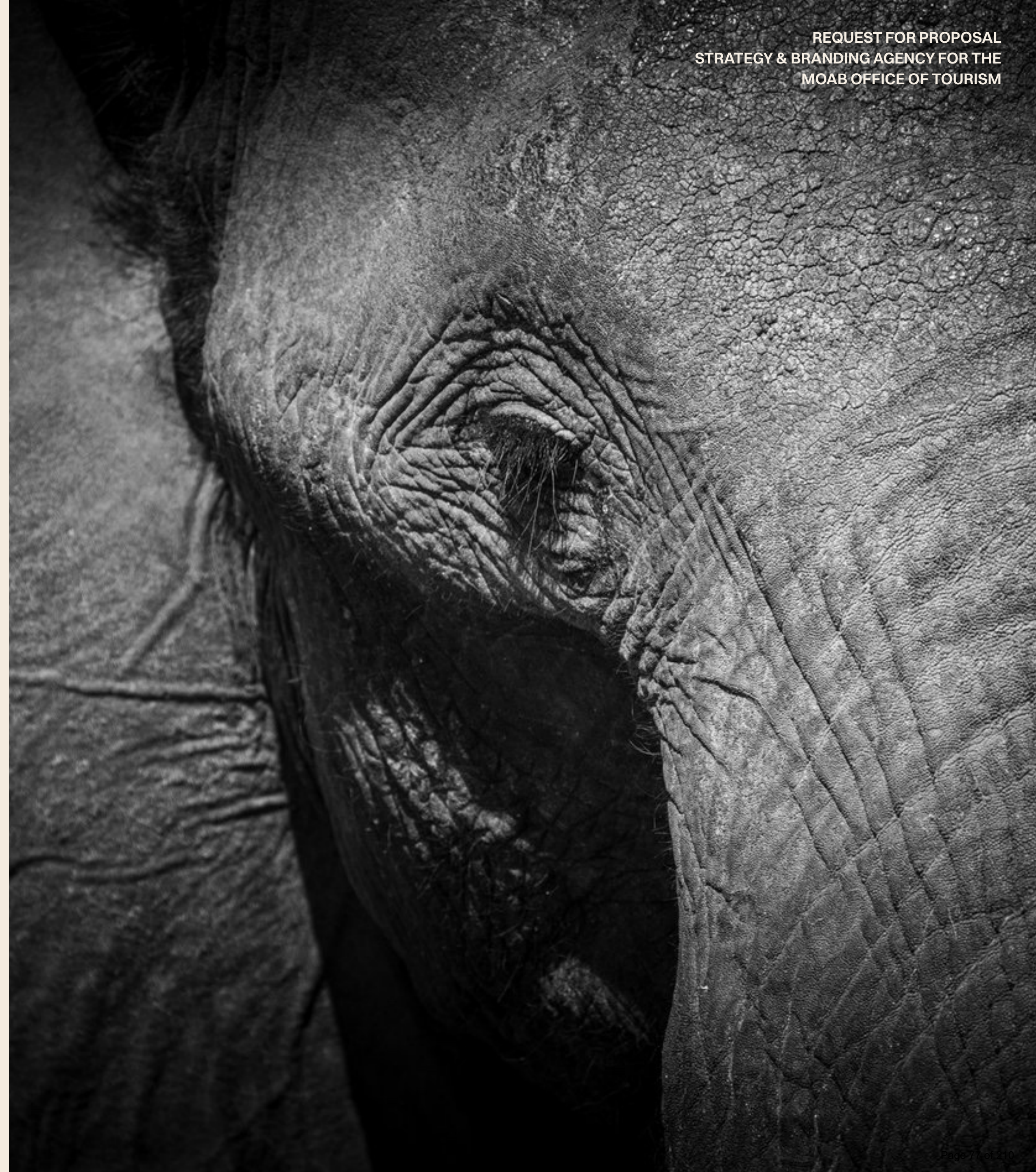


PART 1

WHY THIS TEAM

THE VALUE OF A CAMP4 + TOURIST PARTNERSHIP

NOT THE
BIGGEST TEAM.
NOT THE MOST
CONVENTIONAL TEAM.
**NOT BY
ACCIDENT.**





BUILT FOR NUANCE.
BUILT FOR NOW.
**SMALL ON
PURPOSE.
BIG ON
EXPERIENCE.**



ONE TEAM.
SHARED STANDARDS.
SHARED TRUST.
**MORE THAN A
DECADE OF
COLLABORATION.**



FOUR YEARS.
ONE AGILE TEAM.
FORTUNE 500
ACCOUNTABILITY.
**NOT JUST
A THEORY.
IT WORKS.**



Public Lands President Todd Spaletto, Camp4 Founder Tim Kemple, TOURIST founder Alexandra Fuller, and Dick’s Sporting Goods CEO Lauren Hobart at the brand’s grand opening launch.

STAKEHOLDERS, SKEPTICS,
AND SILOED TEAMS—
WE’VE BROUGHT THEM
ALL TO THE TABLE.
**COMPLEXITY
IS THE JOB.
NOT THE
OBSTACLE.**

Brand guide for Experience Scottsdale, a DMO whose many stakeholders have passionate voices and often diverging views.



DESIGNED
TO STICK.
LONG AFTER
WE'RE GONE.
**BUILT WITH
YOU, NOT
FOR YOU.**



PART 2
MOAB
TODAY

INITIAL ASSESSMENT OF THE STATE OF MOAB TOURISM

ASSESSMENT: **MOAB TODAY**
OUR STRENGTHS

WE HAVE A POTENT SET OF INGREDIENTS TO WORK WITH

RICH
EMOTIONAL
TEXTURE

MOAB
IS FELT

MEMORY-
MAKING

MOAB IS
PERSONAL

UNMATCHED
OUTDOOR
EXPERIENCES

MOAB IS
POSSIBILITY

BURGEONING
AMENITIES

MOAB IS
EVOLVING

ASSESSMENT: MOAB TODAY

ISSUES & TENSIONS

POWERFUL DYNAMICS ARE SHAPING THE CURRENT MOMENT

VISITOR
ENTHUSIASM

People **LOVE**
Moab

VISITOR
FRICTION

Pain Points at
Peak Season

LOCAL
AMBIVALENCE

*Fatigue, but
Perseverance
and Adaptation*

CULTURAL
CONFLICT

Development
and *Balance*

ASSESSMENT: THE SHIFT

MOAB TODAY

RIGHT NOW, IT FEELS LIKE TOURISM IS SOMETHING THAT’S BEEN HAPPENING TO MOAB—
NOT SOMETHING THE COMMUNITY IS SHAPING.

FROM

TOWARD

Marketed for what it has	—————>	Positioned for what it means
Overexposed and underprotected	—————>	Balanced and regenerative
Adventure for adventures sake	—————>	Adventure with meaning
Seen through visitors eyes only	—————>	Seen through the community’s lens
One size fits all visitation	—————>	Curated, layered and paced

ASSESSMENT: MOAB TODAY

STRATEGIC TERRITORIES

THINGS WE'RE THINKING ABOUT AS WE SHAPE MOAB'S NEXT STORY

AUTHENTICITY
FIRST

DON'T GO BIGGER –
GO DEEPER

CURATED
ACCESS

DESIGN FOR
QUALITY,
NOT QUANTITY

STEWARDSHIP
NARRATIVE

INVITE TRAVELERS IN
TO PRESERVATION

COMMUNITY AS
DIFFERENTIATOR

ELEVATE LOCAL
VOICES &
KNOWLEDGE

DUAL-
PERSPECTIVE
MESSAGING

BALANCE WONDER
WITH REALITIES

PART 3
STRATEGIC
APPROACH:
PHASE II

DEVELOPING A BUSINESS & BRAND STRATEGY

STEP 1: STRATEGIC APPROACH

AUDIT & LISTENING

THIS ISN'T TRADITIONAL RESEARCH. IT'S EMOTIONAL EXCAVATION.



STAKEHOLDER
INTERVIEWS

ALL OF YOU!

BUSINESS OWNERS

GUIDES & EXPERTS

RESIDENTS



LANDSCAPE
ANALYSIS

EXISTING RESEARCH

COMPETITIVE REVIEW

DIGITAL ECOSYSTEM

TOURISM TRENDS



COMMUNITY
IMMERSIONS

INTERCEPTS & INTERVIEWS

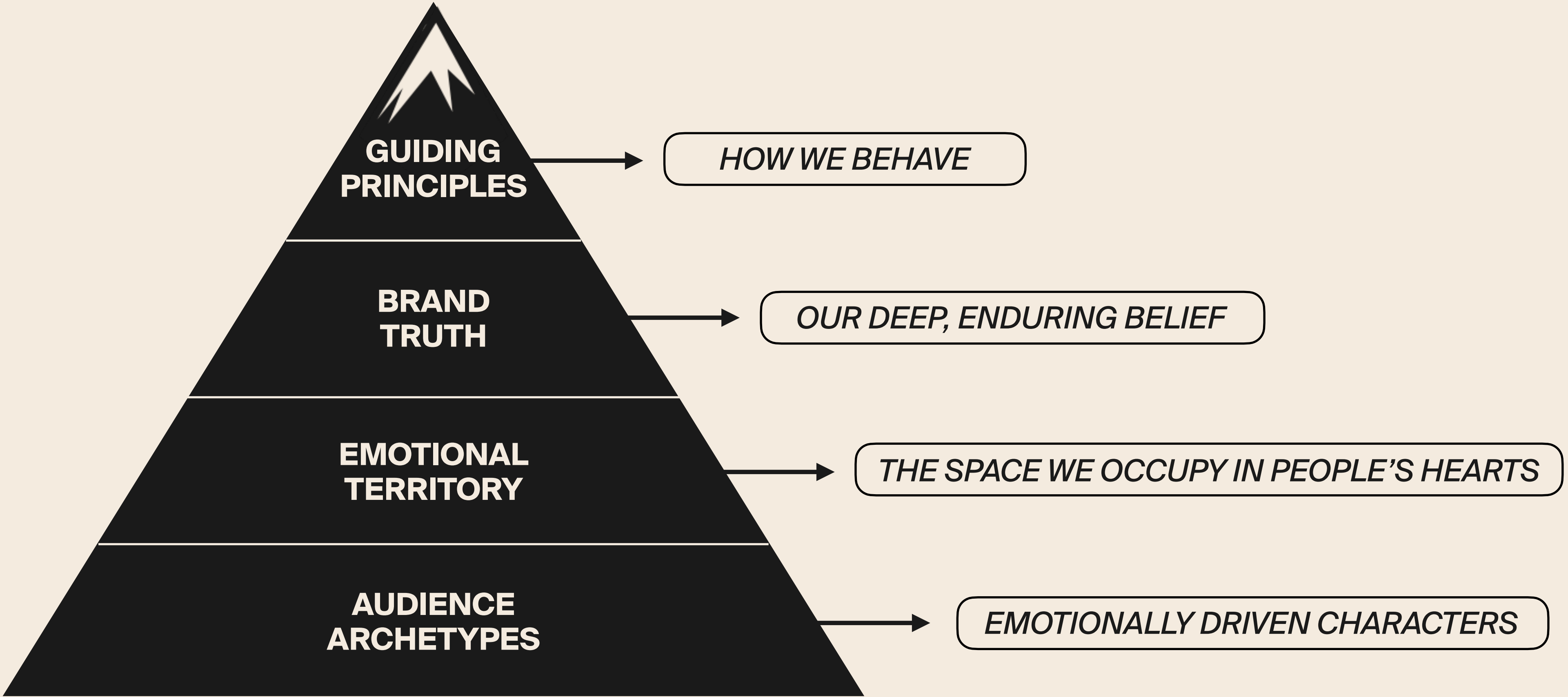
PORCHLIGHT SESSIONS

STEP 2:

STRATEGIC APPROACH

STRATEGY FRAMEWORK

THE FOUNDATION WE’LL BUILD THE BRAND ON.



PART 4 FROM BRAND TO EXPERIENCE: PHASE III

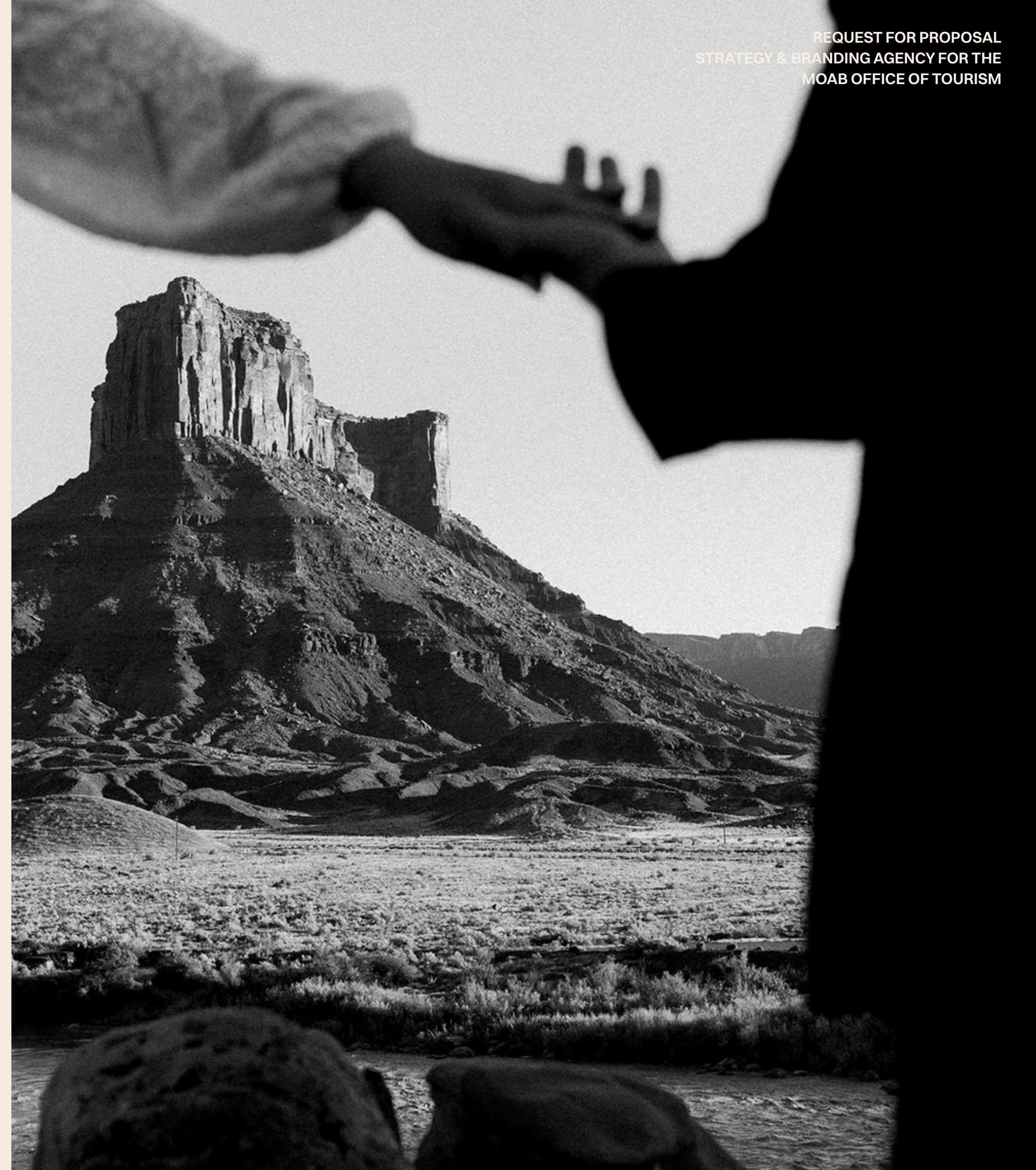
IMPLEMENTING A NEW BRAND FOR MOAB

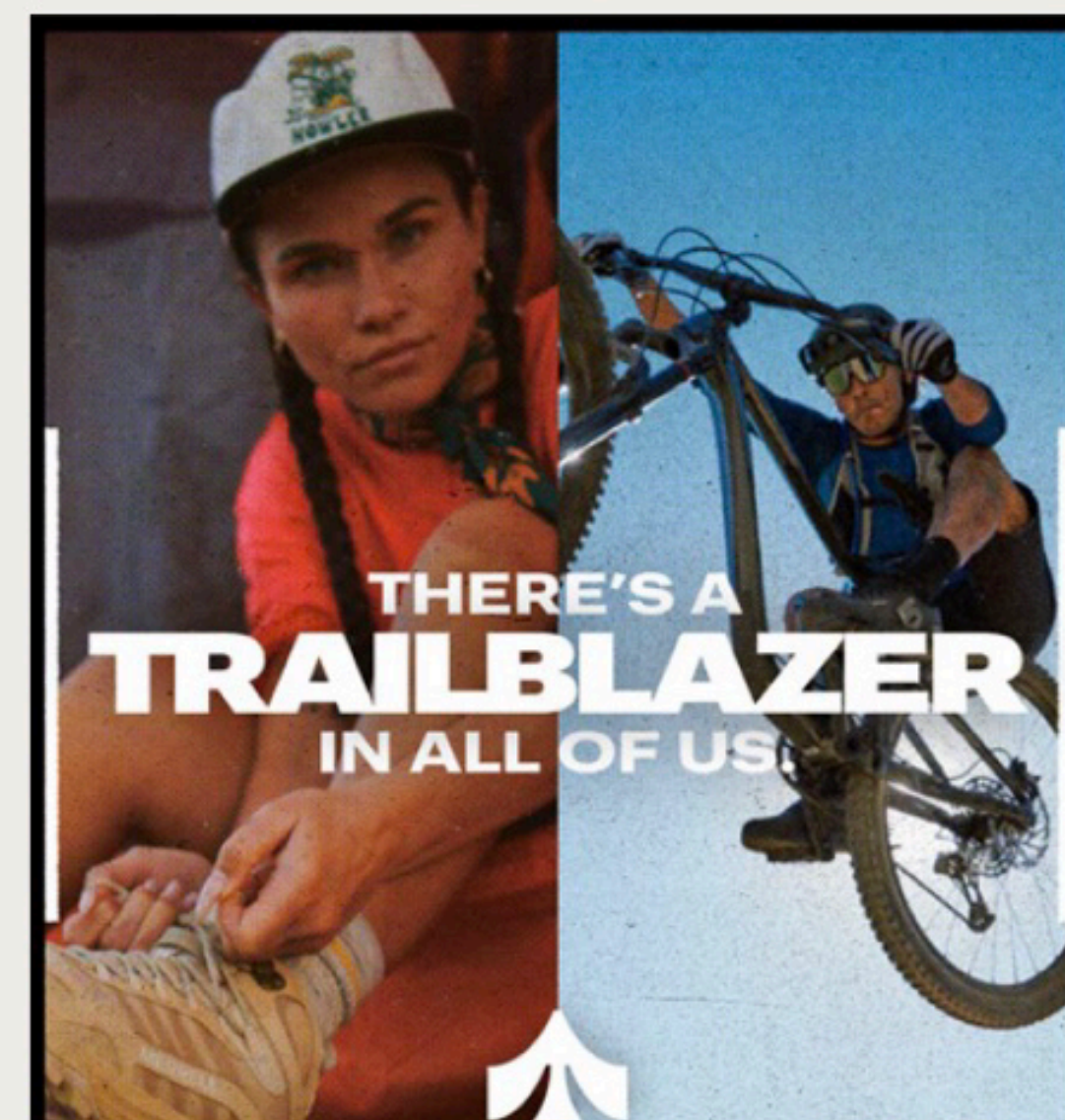
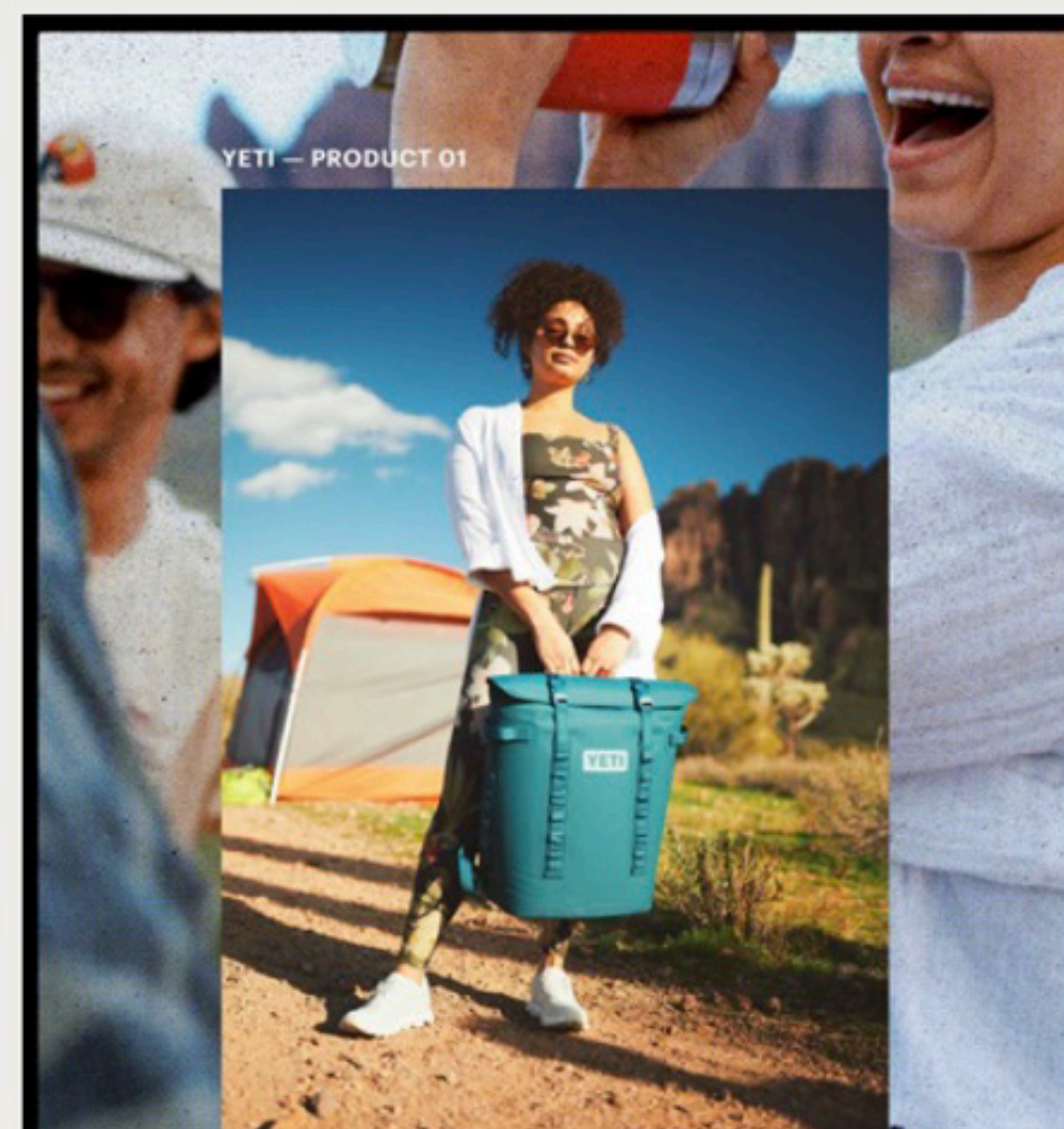
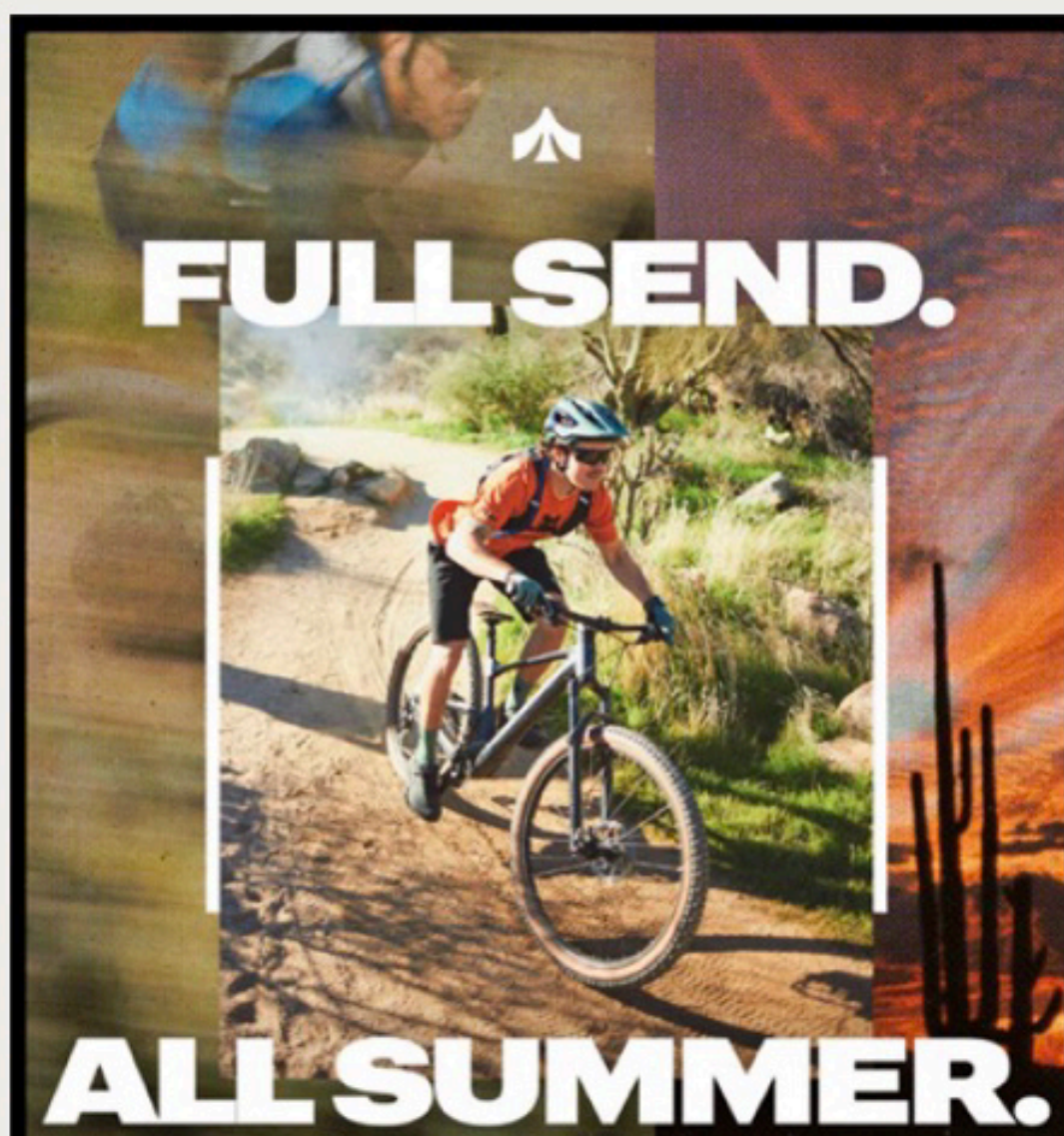
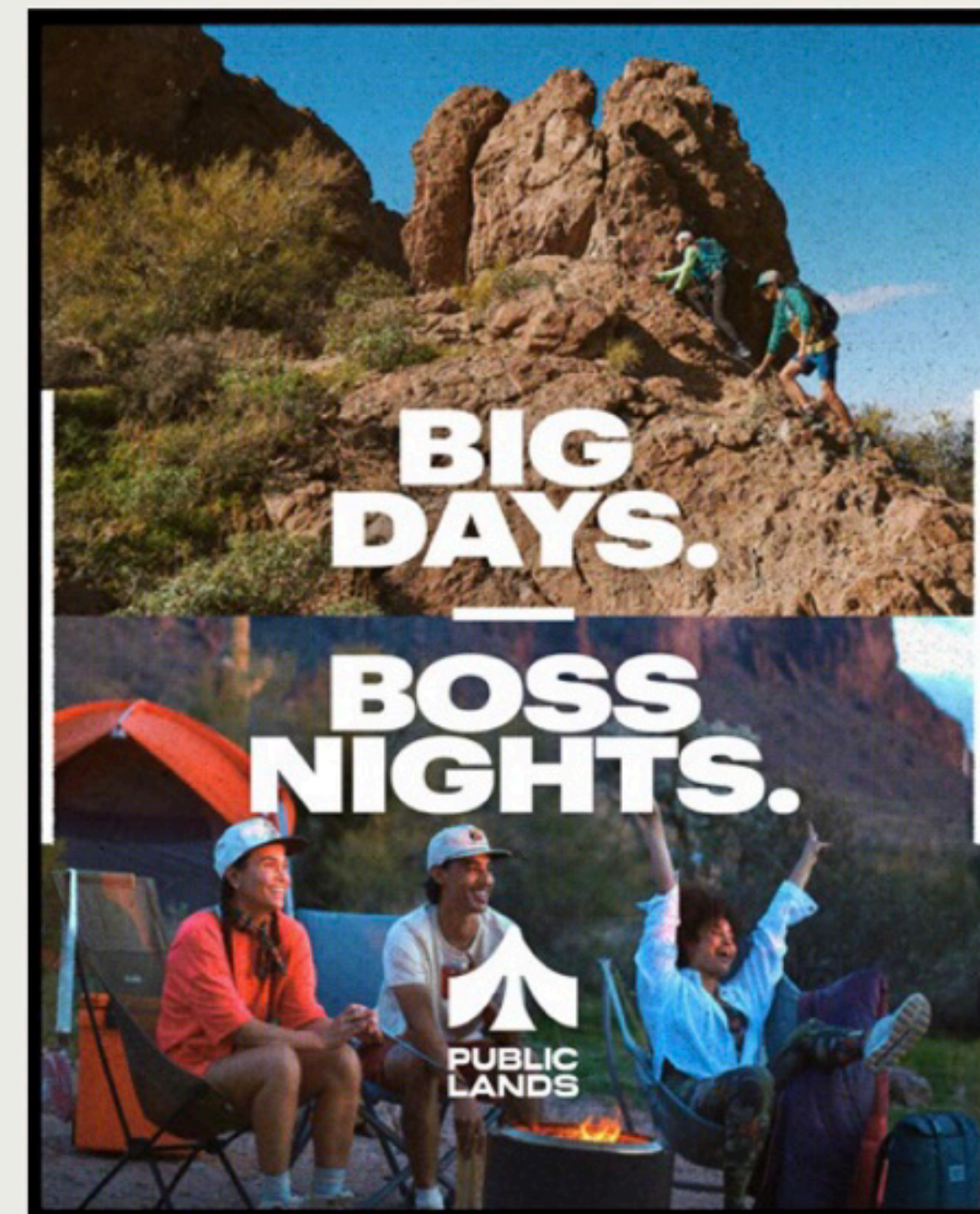
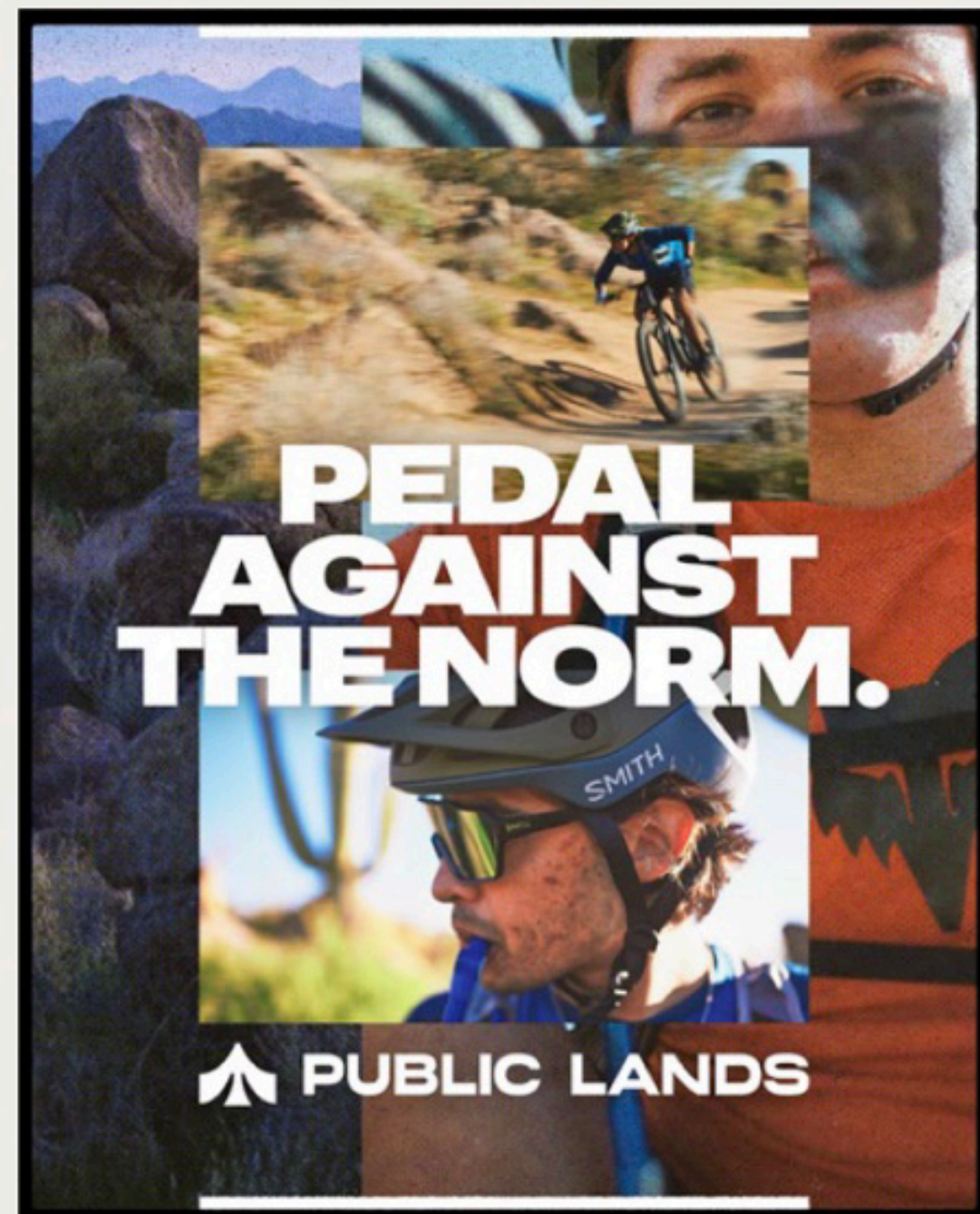
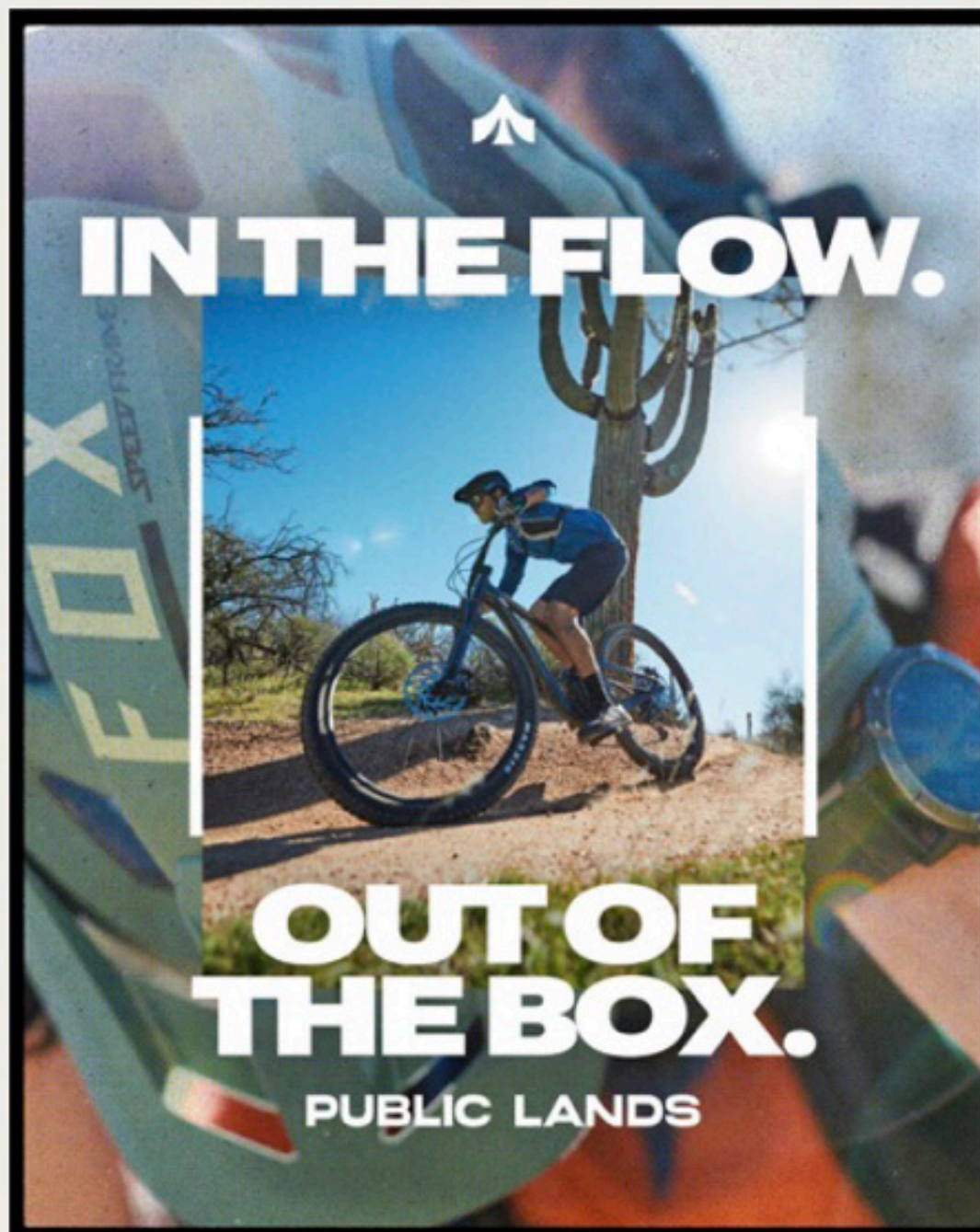
PRINCIPLE ONE **IDENTITY THAT'S ROOTED IN PLACE**





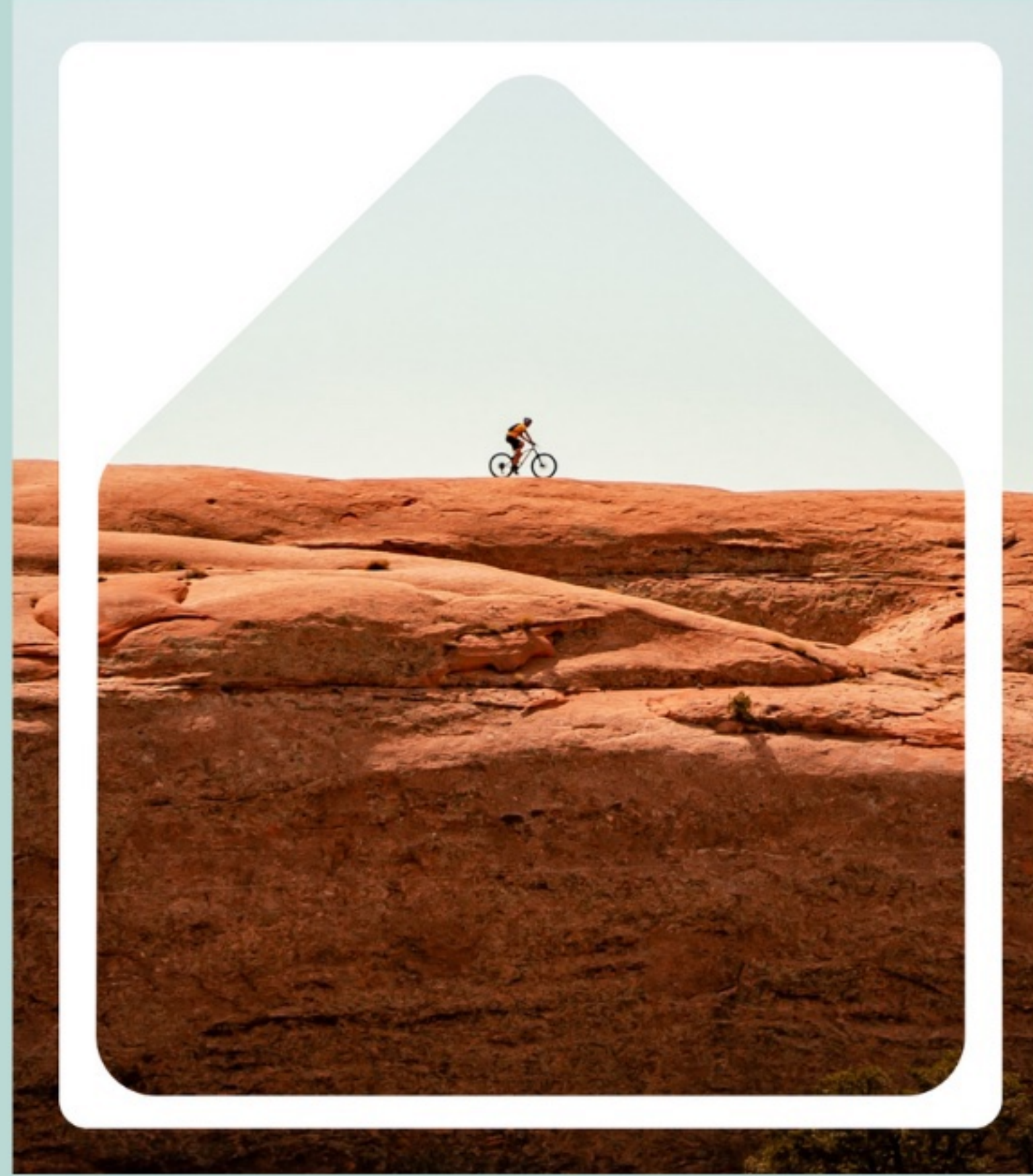
PRINCIPLE TWO A MODULAR SYSTEM, BUILT TO ENDURE





PRINCIPLE THREE
FROM BRAND
TO LIVED
EXPERIENCE





AN INTEGRATED LAUNCH

THIS ONLY WORKS IF WE STICK THE LANDING



PART 6
PROJECT CALENDAR

INCLUDING OBJECTIVES & DELIVERABLES

PROJECT CALENDAR & PROPOSED COMMUNICATION CADENCE

COLLABORATION IS KEY

- Ongoing weekly status meetings with key stakeholders and agency partners.
- In-person strategic collaboration sessions in Phase 1.
- We challenge and like to be challenged.

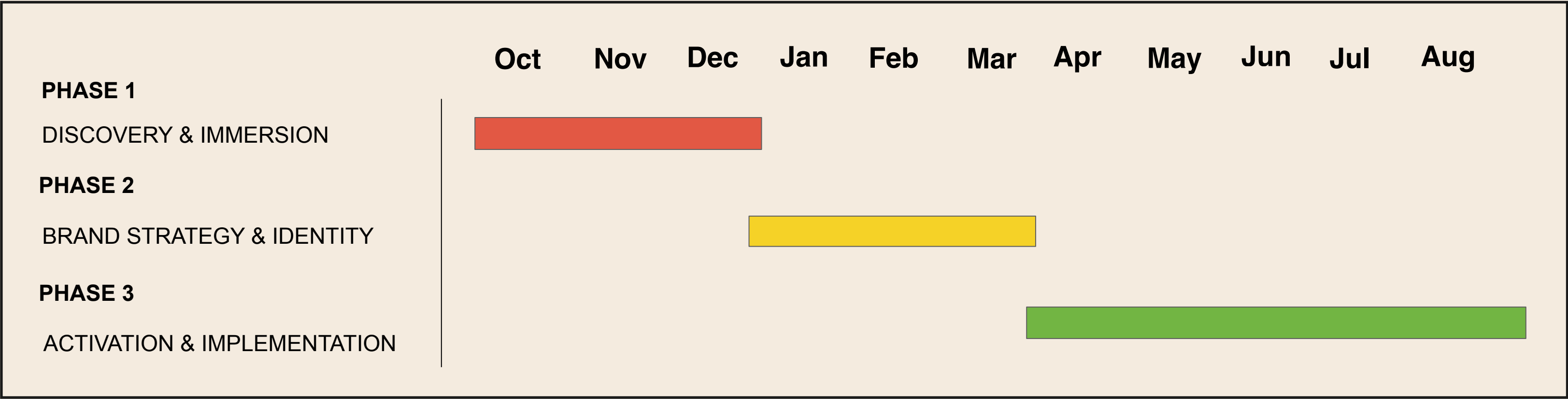
INSPIRE CREATIVITY, DON'T THWART IT

- In-person creative presentations in Phase 2.
- Welcome feedback, but consensus is ideal to get approvals.
- Small off-season shoot.

EXPERTS TO GUIDE YOU THROUGH LAUNCH AND BEYOND

- We come together for asset production in Phase 3.
- We can flex and change the deliverables as needed.

PROJECT CALENDAR 2025 - 2026



PHASE 1: OCT -DEC 2025

DISCOVERY & IMMERSION

OBJECTIVES:

- **STAKEHOLDER WORKSHOP:** Identify challenges, opportunities, and align on a shared brand ambition
- **MATERIALS AUDIT:** Evaluate past campaigns, creative assets, media buys, tourism data, and marketing performance
- **COMMUNITY ENGAGEMENT:**
 - Stakeholder interviews (local government, orgs, nonprofits, businesses)
 - **PORCHLIGHT SESSIONS:** Small-format community roundtables hosted in homes and backyards
 - Interviews with residents, artists, entrepreneurs, and tribal representatives
- **ETHNOGRAPHIC RESEARCH:**
 - Two multi-day immersion trips to Moab
 - Capture emotional, behavioral, and cultural insights
 - 2–3 weeks post-trip for synthesis and analysis
- **PSYCHOGRAPHIC & VISITOR IDENTITY MAPPING:**
 - Define motivations, aspirations, and emotional drivers (e.g., escapists, seekers, adventurers)
 - Analyze user-generated content (UGC), reviews, and social posts for narrative themes
- **COMPETITIVE LANDSCAPE & MEDIA AUDIT:**
 - Perceptual mapping and positioning analysis of up to 3 key competitor destinations
 - Social and media listening to identify sentiment, gaps, and cultural conversations

DELIVERABLES

- **INSIGHT REPORT:** Synthesized human truths and perceptual gaps
- **VISITOR ARCHETYPES:** Psychographic profiles grounded in emotional motivators
- **BRAND TRUTH FRAMEWORK:** A clear articulation of what Moab truly represents
- **OPPORTUNITY MAP:** Priority areas where the brand can evolve and grow
- **RESEARCH SUMMARY:** Including ethnographic and stakeholder insights
- **ORGANIZED ASSET LIBRARY:** Audited, tagged, and prepped for creative use
- **PRELIMINARY FINDINGS DECK:** For stakeholder alignment

PHASE 2: JAN -MAR 2026

BRAND STRATEGY & IDENTITY

OBJECTIVES:

- **STRATEGIC DEVELOPMENT**
 - Synthesize research into actionable brand truths and tensions
 - Define Moab’s brand positioning through its emotional territory and compelling dualities
 - Establish brand promise, mission, vision, and KPIs
 - Develop a unified **brand platform** including voice, tone, guiding principles, and messaging framework
 - Create thematic content pillars (e.g., film, geology, off-roading, weddings) and seasonal story arcs
 - Map visitor mindsets, journey scenarios, and design priorities through 3–5 **visitor archetypes**
- **VERBAL & VISUAL IDENTITY**
 - Build a narrative architecture with messaging playbooks and core messaging matrix
 - Design identity system: logo, brand marks, typography, color system, photography style, iconography, and maps
 - Develop a flexible visual identity toolkit and comprehensive **brand & style guide**
 - Conduct stakeholder and audience testing to validate brand directions
- **CAMPAIGN CONCEPTING**
 - Develop 2–3 hero campaign concepts with distinct approaches and aesthetics
 - Refine chosen direction with an off-season strategy extension
- **CONTENT PRE-PRODUCTION**
 - Plan and execute **Initial Asset Shoot** (January – 1 day, small team)
 - Capture early content for winter/spring social media rollout and behind-the-scenes engagement

DELIVERABLES

- **UNIFIED BRAND PLATFORM:** Truth, voice & tone, emotional territory, guiding principles
- **VISITOR ARCHETYPES:** 3–5 psychographic profiles with experience design implications
- **NARRATIVE ARCHITECTURE:** Messaging framework, thematic playbooks, core messaging matrix
- **VISUAL IDENTITY TOOLKIT:** Logo suite, typography, color system, iconography, maps, photography direction
- **BRAND & STYLE GUIDE:** Application guidelines for use across all channels
- **CAMPAIGN CONCEPTS:**
 - Round 1: 2–3 hero campaign directions
 - Round 2: Refined final campaign with off-season extension
- **INITIAL OFF-SEASON CAMPAIGN CONCEPT**
- **CONTENT OUTPUTS FROM INITIAL SHOOT:**
 - 3 x 15s social media edits (Winter/Spring)
 - Behind-the-scenes content and seasonal starter assets

PHASE 3: APRIL - JULY 2026 (& BEYOND)

ACTIVATION & IMPLEMENTATION

OBJECTIVES:

- Execute **Main Asset Shoot** (April – 3 days, medium team, on-location with client)
- Finalize all launch assets: film, photo, social, editorial, and print
- Implement brand across digital, physical, and experiential touchpoints
- **Coordinate with PR and media** agencies for synchronized rollout
- **Refresh and relaunch website** with improved UX, brand storytelling, and itinerary design
- **Relaunch social channels** with new visual rhythm and narrative tone
- **Produce environmental branding elements:** visitor center, signage, arrival points
- **Engage local businesses** through brand training and co-marketing opportunities
- Host in-town activations and community-facing launch events
- Develop press kits, influencer tools, and seasonal media hooks

DELIVERABLES

HERO CAMPAIGN TOOLKIT

- **Brand Film (60–90s)**
- **2 x 30s cutdowns**
- **3 x 15s social edits**
- Campaign photography for digital, print, OOH
- Messaging system mapped by audience segment and season

DIGITAL & CONTENT SYSTEMS

- **Website** - refreshed structure, copy, navigation, and vertical storytelling
- **Owned Content Calendar** with social and editorial cadence
- **Itineraries by Visitor Archetype** for experience planning
- **Vertical Content Playbooks** (e.g., film tourism, geology, weddings)

MEDIA & PR TOOLKIT

- Key storylines and messaging guide
- Seasonal editorial framework
- Press kits, influencer collaboration assets
- Paid media launch assets

ENVIRONMENTAL & LOCAL IMPLEMENTATION

- **On-Site Brand System:** Visitor center branding, wayfinding, interpretive materials
- **Local Business Playbook:** Co-branding tools, signage templates, brand intro
- Community launch events and local brand education

TOP 5 REASONS WHY THIS TEAM IS RIGHT FOR THIS MOMENT

HOW CAMP4 + TOURIST CAN SUPPORT THE MOT MISSION

TOP 5 REASONS MOAB OFFICE OF TOURISM SHOULD HIRE US

1. *WE DON'T SELL SUNSETS* – WE SELL SALVATION

2. WE'RE BUILDING THE *ANTI-DESTINATION* MOVEMENT

3. WE KNOW YOUR REAL COMPETITION ISN'T SEDONA

4. WE'LL GIVE *LOCALS* THEIR TOWN BACK

5. WE SPEAK FLUENT "*HOLY SH*T*"

THE ADVENTURE BEGINS NOW

CHOOSE ... *WISELY.*

Q&A

APPENDIX

BRAND DEVELOPMENT TACTICS



TACTIC ONE COMMUNITY BRAND TOOLS

- SHOP SIGNAGE
- MESSAGE STARTERS
- PHOTOGRAPHY PROMPTS
- GRAPHIC ELEMENTS

TACTIC TWO
**HERO
CAMPAIGN &
NARRATIVE ARCS**

*An emotional through line that stitches
everything together*



TACTIC THREE

VISUAL STORYTELLING THAT HITS HARD

CRAFTING CINEMA, NOT ADVERTISING





TACTIC FOUR

VISITOR EXPERIENCE DESIGN

FROM MAPS TO MICROSITES
FROM TRAIL MARKERS TO TOWN HITS

Trail sign designed by TOURIST architectural designer, Elpitha Tsoutsounakis for Bear’s Ears.

CAMP4 COLLECTIVE + TOURIST COST PROPOSAL

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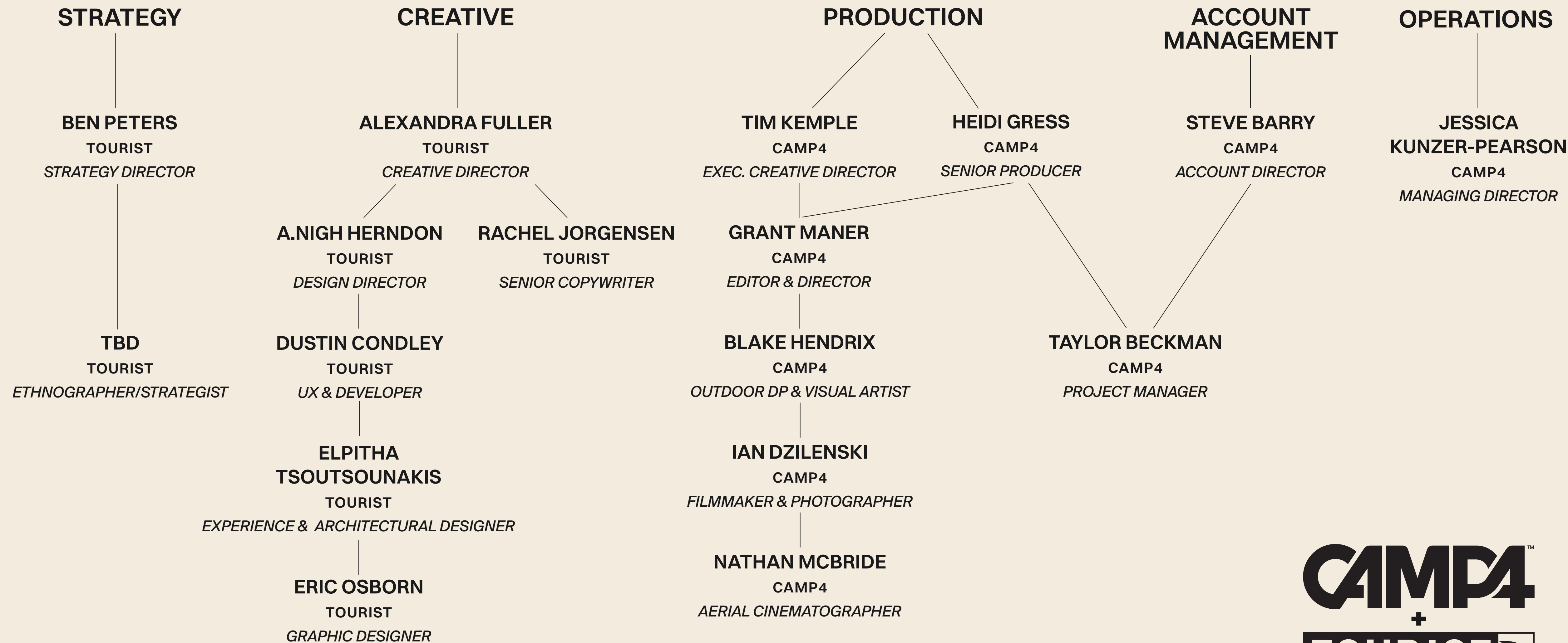
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YOUR CAMP4 + TOURIST TEAM



**Note: the exact production team will be built based on the creative campaign developed.*

MOAB

OFFICE OF TOURISM



MOXIE SOZO, U.S.A.

OFFICIAL PROPOSAL RESPONSE
STRATEGIC & BRANDING SERVICES
PREPARED BY LISA WOLF



OVERVIEW

The following document details Moxie Sozo's initial proposal for bringing Moab's future to life—a brand identity and activation developed in partnership with the Moab Office of Tourism, built from the ground up with your community at the helm.

Moxie Sozo's goal is to be more than a vendor—we're here as your strategic and creative partner, working alongside you to shape an identity that honors the authentic character of Moab while breaking way from “gateway town” limitations in a bold, differentiated way.

Our approach includes deeper community engagement to help validate early thinking and refine positioning before implementation, ensuring we build on solid cultural and community foundations.

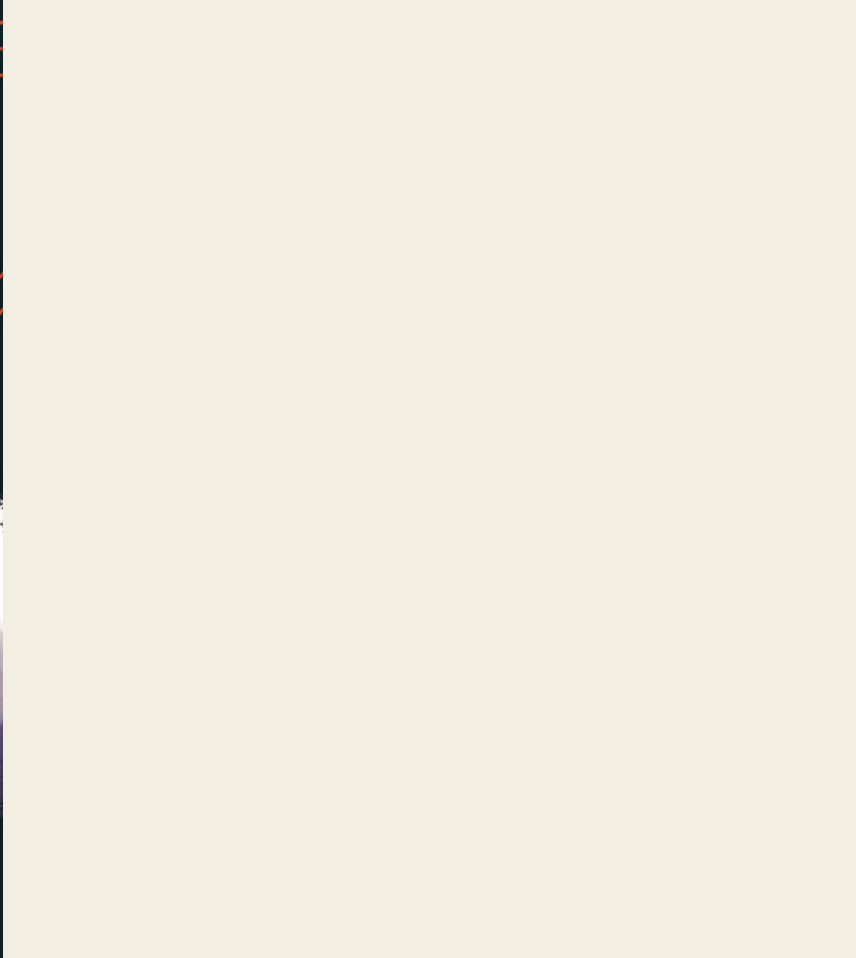
This proposal is a starting point, not a prescription. We're flexible and ready to adapt the approach with your input—refining the scope, pace, and focus based on what will serve the community best. With your feedback, we'll shape a path forward that reflects your goals, local needs, and the unique opportunity ahead.

Agency Info ⁰³

Initial Proposal ¹¹

Case Studies ²⁴

AGENCY INFO



WHY

We empower our partners to make **BOLD** decisions, enabling them to succeed and grow.



WHO

We are an independent strategy and creative agency building the future with our clients.



SELECT CLIENTS

Aspen Music Festival & School

Bohemian Nights Festival

City of Bend

City of Seaside

Denver Water

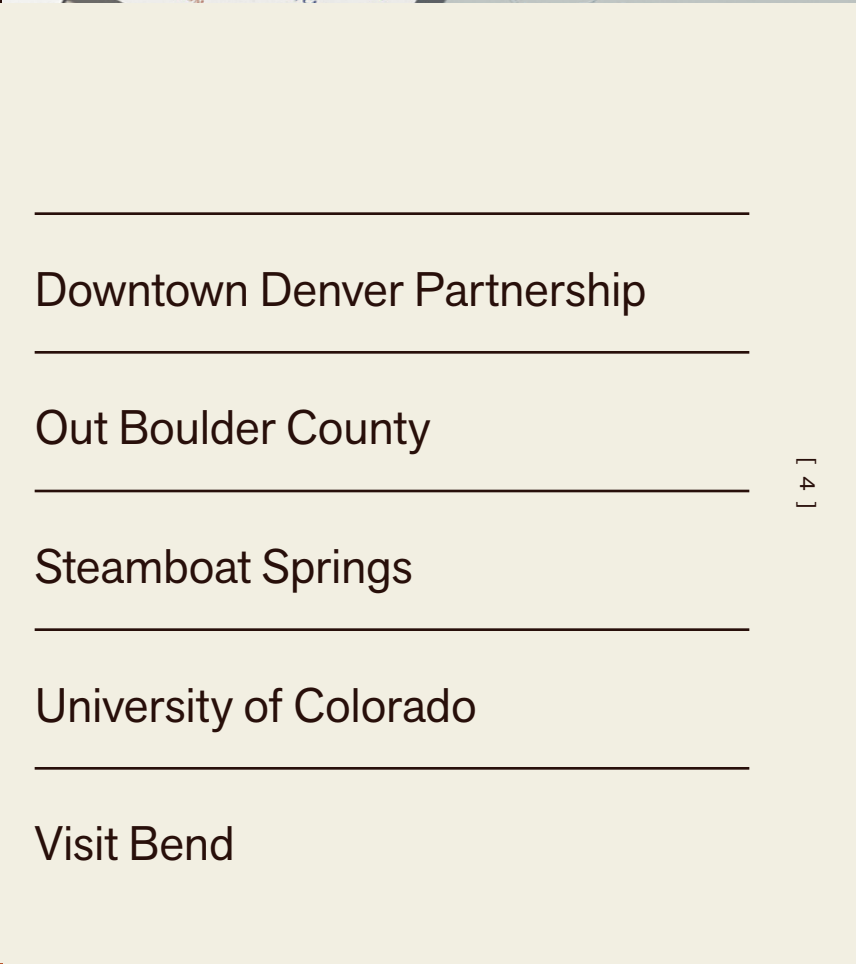
Downtown Denver Partnership

Out Boulder County

Steamboat Springs

University of Colorado

Visit Bend



ABOUT MOXIE SOZO

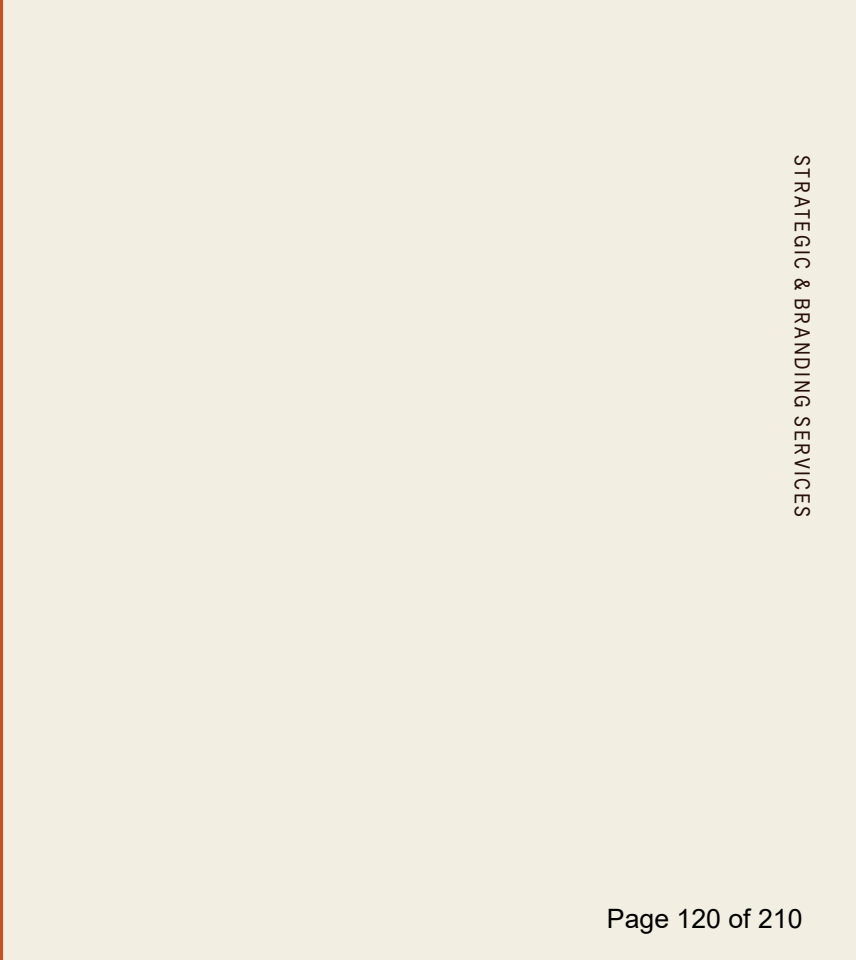
25

BUILDING BRANDS SINCE 1999



WHERE

Our team is located in Colorado with weekly collaborations at our Boulder office.



HOW WE WORK

Success, Simplified

We are built for complexity.

We know that navigating a challenge like Moab's isn't simple. But complex doesn't have to mean complicated. At Moxie Sozo, we work collaboratively to bring clarity and alignment to nuanced challenges—helping communities, stakeholders, and agencies move forward with shared purpose.

While our capabilities may look familiar on paper, what sets us apart is how we solve. We don't apply off-the-shelf answers. We deliver bespoke solutions—tailored to the dynamics, tensions, and goals of each place and partner.

More than a list of deliverables, our approach is a philosophy of work based in co-creation. Rooted in 25+ years of experience, it's not just a method. It's a mindset. One shaped by curiosity, partnership, and a commitment to solutions that are not only strategic, but embraced.

For Moab, this means being present where the work happens. We're committed to traveling to Moab for key workshops, community engagement sessions, and brand immersion experiences throughout the project. Understanding place requires being in place.



STRATEGY

Primary Research

- Brand Audit
- Competitive Audit
- Stakeholder Interviews
- Focus Groups
- Audience Surveys
- Audience Segmentation
- Product Rationalization
- Custom Qual & Quant

Brand Positioning

- Strategic Workshops
- Business Case
- Mission & Vision
- Brand Values
- Audience Personas
- Archetype
- Tone of Voice
- Key Messages
- Brand Architecture
- Portfolio Architecture

Messaging

- Copywriting
- Brand Story
- Positioning Statement
- Value Propositions
- Channel Segmentation
- Messaging Framework

Testing

- Claims & Messaging Test
- Purchase Driver Test
- Versus Design Test
- 360 Design Test

CREATIVE

Naming

- Brand Naming
- Product Naming
- Statement of Identity
- Tagline Development

Identity

- Visual Identity System
- Brand World Development
- Illustration
- Photography

Packaging

- Package Design
- Structural Design
- Packaging Production
- SKU Management

Campaigns

- Journey Mapping
- Audience Segmentation
- Creative Concepts
- Campaign Development
- Campaign Production
- Video Production

Guidelines

- Brand Guidelines
- Packaging Guidelines
- Campaign Guidelines
- Asset Management

ACTIVATION

Website

- User Audit & Survey
- Competitive Market Analysis
- UI/UX Design
- Full-Stack Development
- Content Entry
- Quality Assurance
- User Acceptance Testing
- Ongoing Maintenance

Marketing Collateral

- Photography
- Launch Assets
- Retail Assets
- Distributor Assets
- Digital Assets

Social Media

- Social Media Audit
- Social Reputation Plan
- Content Development
- Template Development

Consultation

- Training Sessions
- Employee Onboarding
- Stakeholder Management
- Community Engagement
- Launch Events
- Coaching

We create, evolve,
and grow brands.

KEY PERSONNEL



Catelyne Hayes

SENIOR ACCOUNT MANAGER

EDUCATION

University of Missouri [2014–2018]
Columbia, Missouri

Bachelor's of Journalism & Strategic Communications

Account Management, Minor in Political
Science, Multicultural Certificate

RELEVANT WORK

Visit Bend

ROLE Primary Account Lead [2022-Present]

TYPE Ongoing Retainer, Tourism Board

RESPONSIBILITIES Lead day-to-day client communication, project management, and strategic planning. Oversee web maintenance, project requests, and weekly meeting agendas.

KEY PROJECTS Destination video, seasonal campaign scripts, visual identity and brand enhancement, visitors guide design updates, full website redesign and development

City of Denver

ROLE Primary Account Lead [2022-Present]

TYPE Trail Initiative, Civic Placemaking,
Urban Designation Branding

RESPONSIBILITIES Branding and messaging for a new pedestrian-friendly trail system connecting downtown Denver neighborhoods through the great urban outdoors, creating a powerful sense of place.

KEY PROJECTS Brand identity development, messaging workshop + matrix, marketing materials, landing page design and development

Pelican Golf Club

ROLE Primary Account Lead [2020-2022]

TYPE Private Destination, Luxury Hospitality

RESPONSIBILITIES Managed all aspects of brand expression for a high-profile, members-only golf club in Tampa, Florida.

KEY PROJECTS Member experience, menu updates, on-site lodging materials and private event branding, annual holiday gifting, brand equity and identity, annual photoshoots, asset refreshes, brainstorming sessions and workshops, merch design and sourcing, PR and communications, social media management for the Annika Drive by Gainbridge Tournament

EXPERIENCE

Moxie Sozo Senior Account Manager
Boulder, Colorado [2022–Present]

- Manage client relationships across multiple accounts, serving as primary point of contact for branding, packaging, and digital projects, to ensure strategic alignment and exceed client expectations.
- Coordinate cross-functional project teams to maintain schedules, budgets, and scope while adapting to shifting priorities in a fast-paced environment.
- Facilitate client meetings, status updates, and strategic planning sessions while maintaining detailed documentation to ensure transparent communication across all stakeholders.
- Guide organic growth through strategic relationship building and identification of new project opportunities within existing client portfolios.

Hoot Design Company Account Manager
Columbia, Missouri [2019–2022]

- Managed client relationships by organizing all touchpoints, meetings, and visits to foster effective collaboration and build agency credibility.
- Spearheaded client presentations and the ideation of presentation experiences.
- Supervised client projects and ensured deadlines and business objectives were met.
- Streamlined and updated project briefs and client status reports with strategic input.
- Refreshed agency operational processes to facilitate efficiency.

FB Credit Services Director of Quality Control
Columbia, Missouri [2018–2019]

- Built the quality control department from the ground up while actively managing a team of three employees.
- Simplified department systems and defined processes to increase employee productivity.
- Executed performance reports on client files to aid sales efforts.

KEY PERSONNEL



Matt McMullen

SENIOR BRAND STRATEGIST

EDUCATION

University of Missouri [2016–2020]
Columbia, Missouri

Bachelor's of Journalism & Strategic Communications

Art Direction, Minor in Sociology

RELEVANT WORK

Visit Colorado Springs

ROLE Senior Strategist

TYPE Ongoing Retainer, Tourism Board

RESPONSIBILITIES Led strategy and client relationship across all initiatives in a long-term freelance retainer. Oversaw web maintenance, project requests, and weekly meeting agendas.

KEY PROJECTS Brand campaigns, visitor guide content, messaging development, cross-functional team collaboration

City of Seaside

ROLE Senior Strategist

TYPE Civic, Tourism, and Economic Development

RESPONSIBILITIES Strategic lead for the city's new website designed to support tourism and local economic growth.

KEY PROJECTS Content strategy, stakeholder engagement, UX input, destination storytelling

City of Bend

ROLE Senior Strategist

TYPE Civic, Location-Based Marketing

RESPONSIBILITIES Strategic lead on place-based initiatives connected to community development and economic impact.

KEY PROJECTS Campaign planning, messaging strategy, website content, cross-team collaboration

ADDITIONAL RELEVANT WORK Visit Fulton, Missouri (Senior Strategist & Website Design Lead), The Bluff at Rocheport (Design Lead), Les Bourgeois Vineyards (Art Director), and the Missouri Restaurant Association (Strategist)

EXPERIENCE

Moxie Sozo Senior Brand Strategist
Boulder, Colorado [2022–Present]

- Facilitate strategy workshops and collaborative meetings, adapting best practices to meet client and project needs while contributing to a supportive, feedback-driven team environment.
- Conduct independent research and synthesize diverse data sources into strategic insights, identifying meaningful patterns that inform briefs, audits, and decision-making.
- Build and present key segments of client-facing presentations, delivering persuasive arguments that drive action and support colleagues in presenting cohesive recommendations.
- Coordinate cross-functional teams by managing timelines, driving internal collaboration, and enhancing the quality of strategic work through clear communication and thoughtful counsel.

3721 Design Studio Freelance Strategist & Designer
Boulder, Colorado [2021–Present]

- Effectively communicate with clients to understand their vision, mission, values, and goals, translating them into strategic brand positioning, messaging, and archetypes.
- Design comprehensive visual brand identities rooted in strategy, and implement across touchpoints with guidance to maintain brand integrity.
- Empower clients with brand education to ensure they can confidently embrace and activate their brand for higher impact.

- Manage all aspects of business operations—including client acquisition, project management, budgeting, and invoicing—while developing relationships that drive repeat business and referrals.

Hoot Design Company Art Director
Columbia, Missouri [2018–2022]

- Managed client relationships by organizing all touchpoints, meetings, and visits to foster effective collaboration and build agency credibility.
- Spearheaded client presentations and the ideation of presentation experiences.
- Supervised client projects and ensured deadlines and business objectives were met.
- Streamlined and updated project briefs and client status reports with strategic input.
- Refreshed agency operational processes to facilitate efficiency.

KEY PERSONNEL



Anne Vaschetto

GROUP CREATIVE DIRECTOR

EDUCATION

University of Cincinnati [1999–2003]
Columbia, Missouri

Bachelor of Science in Graphic Design

Professional Practice Program, College of DAAP

Internships at Christie's (NY), Jacques Auger (Miami), and Landor (Cincinnati)

RELEVANT WORK

Visit Bend

ROLE Group Creative Director

TYPE Ongoing Retainer, Tourism Board

RESPONSIBILITIES Creative direction and oversight over all creative projects and initiatives.

KEY PROJECTS Campaign ideation, visitors guide, Ale Trail activations

City of Bend

ROLE Group Creative Director

TYPE Civic, Location-Based Marketing

RESPONSIBILITIES Creative lead on the brand redesign, visual identity system development, and website creative direction.

KEY PROJECTS Brand architecture, visual identity, brand guidelines, website

5280 Trail

ROLE Group Creative Director

TYPE Civic Placemaking, Urban Designation Branding

RESPONSIBILITIES Branding for a new pedestrian-friendly trail system connecting downtown Denver neighborhoods through the great urban outdoors, creating a powerful sense of place.

KEY PROJECTS Visual identity, marketing, wayfinding

EXPERIENCE

- Moxie Sozo**
Boulder, Colorado

Group Creative Director
[2024-Present]

 - Lead and mentor the creative department, developing talent and driving design excellence across multiple client portfolios.
 - Guide clients through brand vision development and execution with a strong emphasis on relationship-building.
 - Foster cross-functional collaboration across design, strategy, production, and account teams to ensure unified brand experiences.
 - Establish creative processes and workflows that balance efficiency and high standards of craft.
- Clif Bar & Company**
Emeryville, CA

Design Director
[2019-2023]

 - Led the internal creative team through campaigns spanning packaging, print, digital, and experiential activations.
 - Guided leadership and brand teams through portfolio architecture, packaging strategy, and creative development.
 - Directed go-to-market launches for product innovations, marketing campaigns, and digital initiatives.
 - Played a key role in evolving creative operations through organizational transitions and integration with Mondelez.
- CBA Design**
San Francisco, California

Creative Director
[2015-2019]

 - Directed diverse creative teams across global and local brand portfolios, including Nestlé and San Francisco-based startups.
 - Led brand reinventions for Häagen-Dazs, Rinse, and Choux SF, from identity to packaging and experiential design.
 - Developed brand guidelines and digital activations, and ran strategic design sprints and workshops.
- Landor**
Chicago, Illinois/Cincinnati, Ohio

Design Director
[2003-2015]

 - Oversaw holistic brand design and strategy for clients including Procter & Gamble, Kraft, and Constellation Brands.
 - Directed end-to-end brand development from architecture and portfolio strategy through packaging and production.
 - Managed cross-disciplinary teams, freelancers, and interns across global offices and touchpoints.
 - Created immersive brand experiences through in-store, digital, and environmental design.

ALL PHASES

2

ACCOUNTS Provides high-level account oversight and ensures alignment between client priorities and internal teams throughout all phases; supports scheduling, coordination, and documentation across the entire engagement

Brie Schaezler	Group Account Director
Jane Earley	Account Coordinator

ADDITIONAL RESOURCES

Our 32-person agency is nimble and maleable. Throughout the project we can bring in additional support when needed in order to ensure that momentum is maintained and deadlines are met.

PHASE ONE

2

STRATEGY Oversees research approach, stakeholder alignment, and strategic synthesis of audits and landscape analysis; supports qualitative and quantitative research, synthesizes findings, and supports insights development

Lindsay Connors	Strategy Director
Aleesha Hotea	Senior Strategist

PHASE TWO

9

STRATEGY Provides strategic oversight on brand platform, positioning, messaging, and verbal identity; supports development of brand strategy, personas, and messaging frameworks

Lindsay Connors	Strategy Director
Aleesha Hotea	Senior Strategist

CREATIVE Creative support team contributing to the exploration and refinement of the visual identity system

Charles Bloom	Creative Director, Illustrator
Nate Dyer	Creative Director, Illustrator
Cara Berberet	Design Director
Qian Liu	Senior Designer
Sophie Verrill	Senior Designer

INTERACTIVE Oversees website audit and user experience to inform digital brand expression; leads the strategic and creative direction of digital experiences, including website architecture, user flows, and responsive design

Sean Bradley	Interactive Director
Fred Bryant	UX/UI Director

PHASE THREE

10

STRATEGY Provides strategic quality assurance and alignment across launch assets and final outputs; supports messaging consistency and brand rollout planning

Lindsay Connors	Strategy Director
Aleesha Hotea	Senior Strategist

CREATIVE Creative support team contributing to implementation of the visual identity across all touchpoints and extension of brand world assets

Charles Bloom	Creative Director, Illustrator
Nate Dyer	Creative Director, Illustrator
Cara Berberet	Design Director
Qian Liu	Senior Designer
Sophie Verrill	Senior Designer

PRODUCTION Oversees the development of production-ready brand assets across media, signage, and collateral; ensures consistency in execution

Tyler Beckwith	Production Director
Rem Lindenau	Production Designer
Romina Salini	Production Designer

INITIAL PROPOSAL

OUR GOAL

Transform Moab from a destination that serves visitors into a place that BELONGS to residents. Where every visitor interaction strengthens rather than strains the community foundation.



OUR VISION



Moab's future isn't about choosing between welcoming the world and preserving what makes it special.

It's about creating a destination so authentically rooted in community values that tourism becomes a force for strengthening rather than threatening local life. This means developing experiences that attract visitors year-round while reflecting the full depth of what Moab offers beyond its gateway reputation.

We're here to help you build something transformative: a tourism experience that residents are proud to share because it reflects who they truly are. Not the gateway to somewhere else, but a destination so compelling in its own right that visitors leave understanding not just what Moab looks like, but what it means to the people who call it home.

This is how authentic magnetism happens—and how a community transforms tourism from burden into legacy.

THE CHALLENGE

While tension between visitors and locals is becoming more common in high-traffic destinations, Moab sits at the sharp edge of that divide—where the impacts are immediate, visible, and deeply felt.

THE REALITY

Only 22% of residents believe tourism's positive effects outweigh negatives

Utah's own "successful" campaign worked too well—fueling the very issues Moab now faces.

Community buy-in is acknowledged as critical.

Balance "desires to welcome the world" with "intermittent crowding, potential environmental degradation and strain on local infrastructure."

!!!

This isn't a marketing problem disguised as a branding project. This is a community stewardship challenge that breaks the traditional agency playbook.

When normal doesn't work, deeper craft is required.

THE OPPORTUNITY

When formula fails, craft begins.

Moab's challenge is complex. A place beloved by visitors, but strained for residents. A destination ready to evolve beyond being the gateway to Arches National Park.

Traditional destination marketing assumes building awareness. Moab's reality is the aftermath of too much awareness—and a need to reclaim identity beyond the parks.

THE REALITY

Community resistance can't be researched away.

Sustainability isn't built in campaign cycles. It demands long-term thinking, listening, and lived accountability.

!!!

Playbook processes get copycat results.

We specialize in places where standard approaches fall short. Where deeper craft is required. Where building the future means understanding how the past created the present.

You can choose a proven formula, or you can choose partners who understand that Moab's path forward has never been walked before. The choice determines whether you get another campaign or a community transformation.

THE APPROACH

**Most agencies optimize for tourism success,
we optimize for community stewardship.**

When residents become ambassadors instead of resisters,
that's when authentic tourism magnetism happens.

THREE INSIGHTS THAT WILL GUIDE THIS WORK

Proving that when formula
fails, craft prevails.

01

The Real Client Isn't Tourism—It's Community Resilience

When locals working 2–3 jobs can't
enjoy the lifestyle that drew them
there, the foundation cracks.

02

Marketing Success Without Community Buy- In Creates Its Own Crisis

When campaigns work too well
without local input, you get visitors,
but lose social license to operate.

03

Moab's Real Differentiators Go Deeper Than Landscapes

Every destination has beautiful imagery.
Only Moab has 75 years of teaching the
world what the American West looks like.

It's not lost on us that we use landscapes throughout this deck.

Materials Audit & Research Assessment

Evaluate Moab's existing tourism assets, research, and brand materials to identify performance gaps, insight needs, and strategic opportunities.

KEY DELIVERABLE(S)

- **Project Kickoff**
 - 60-minute onboarding meeting with your project leads
 - Immerse ourselves into the logistics of the project to ensure that both the Moxie Sozo and Moab Office of Tourism (MOT) teams are aligned on deliverables and a shared vision for success
- **Research Consultation**
 - 60-minute working session to confirm methodology, review available inputs and align on metrics of success
 - Identify early knowledge gaps to guide deeper research needs and deliverables in later stages
- **Research & Insights Assessment**
 - Review existing research and data provided by MOT and partners
 - Evaluate for recency, relevance, and gaps; determine what additional insights may be needed to inform brand and strategy
- **Tourism & Brand Performance Review**
 - Assess provided data: visitation trends, tax collection, audience segmentation, and seasonal behaviors
 - Evaluate historical brand and marketing performance across paid, owned, and earned channels
- **Brand Audit & Gap Analysis**
 - Comprehensive audit of brand principles, assets, messaging, and visual identity across website, social, collateral, and campaigns
 - Identify areas of strength, inconsistency, and opportunity; outline preliminary recommendations to inform future brand work
- **Consumer Survey (optional, if needed)**
 - Scope a quick-turn survey to validate assumptions and deepen understanding of locals and visitors

Competitive Intelligence & Market Analysis

Clarify Moab's position through competitive analysis and adjacent inspiration to inform brand differentiation.

KEY DELIVERABLE(S)

- **Competitive & Exemplar Audit**
 - Supplement current competitor research by analyzing up to four (4) additional key competitors of Moab and up to two (2) exemplar destinations identified post-research assessment
 - Identify strengths, weaknesses, and opportunities for differentiation across brand, consumer, and marketing strategies
- **Brand & Market Positioning Analysis**
 - Evaluate the existing research on how peer destinations position their brands, speak to target audiences, and create differentiated experiences
 - Inform Moab's verbal and visual positioing through actionable insight
- **Industry Trends & Best Practices**
 - Synthesize emerging travel trends, visitor behavior shifts, and branding strategies from provided relevant case studies
 - Identify opportunities for innovation in Moab's tourism and brand ecosystem
- **Opportunity Identification**
 - White-space assessment in underserved audience segments
 - Preliminary review of opportunitiy areas including destination weddings, film tourism, off-season campaigns, and extended stay models to further inform brand architecture in phase two

Stakeholder Engagement & Community Insights

Ensure Moab's future brand reflects the values and lived experiences of those who sustain it.

KEY DELIVERABLE(S)

- **Leadership & Government Interviews**
 - In-depth interviews with up to five (5) government or board leaders
 - Discuss economic priorities, infrastructure considerations, and policy alignment
- **Industry Stakeholder Interviews**
 - Facilitate interviews with up to five (5) key business stakeholders
 - Evaluate visitor service gaps, workforce needs, and tourism-facing brand challenges
- **Community Voice Integration**
 - Design a research approach to capture resident sentiment and local perspectives (e.g. surveys, intercepts, or focus groups) to be scoped post-audit
 - Designed to build brand trust and ensure local values are represented in strategy
- **Custom AI GPT Focus Group**
 - Deploy a custom-trained GPT model to simulate consumer feedback and explore positioning, messaging, or concepts throughout the engagement
 - Includes initial 6-month license, brand-trained psychographic personas, prompt library, and monthly fine-tuning
 - A scalable tool to pressure-test ideas across diverse audience mindsets—ideal for small teams seeking broader perspective
- **Regional Partnership Assessment**
 - Evaluate alignment and opportunities with key regional aprtners
 - Identify synergy opportunities for marketing integration and strategic collaboration

Strategic Positioning

Through an immersive workshop, we will synthesize insights from phase one to build a comprehensive brand strategy that defines Moab's identity, strategic direction, and areas of differentiation.

KEY DELIVERABLE(S)

- Strategic Immersion
 - 2-day onsite strategic workshop in Moab
 - Travel to Moab to present summary and insights of all preliminary research
 - Integrate into the MOT team for facilitated, collaborative sessions with discussions, brainstorm, and activities to develop Moab's strategic foundation
- Brand Strategy & Positioning
 - Robust brand positioning that guides the development of a customized business solution
 - » **Business Case:** What key insight or positioning statement describes the challenge Moxie Sozo will address?
 - » **KBOs & KPIs:** What outcomes define success for this brand, and how will we measure strategic and creative impact over time?
 - » **Business Mission & Vision:** What fundamental purpose drives our organization's actions, and what aspirational future are we striving to create?
 - » **Brand Idea & Pillars (up to 3):** What is Moab's "big idea" that defines it? What pillars and concepts support this idea?
 - » **Brand Values:** What values define Moab and allow it to draw affinity?
 - » **Buyer/Consumer Personas (up to 3):** What are the data-driven demographic, psychographic, and purchase behavior attributes of our target audience(s)?
 - » **Emotional Benefit(s):** What emotional benefit(s) do we fulfill for our persona?
 - » **Functional Benefit(s):** What functional benefit(s) do we fulfill for our persona?
 - » **Custom Brand Archetype:** How does Moab behave in the world?
 - » **Brand Voice:** How does Moab sound in the world?
 - » **Key Messages (up to 3):** How do we prioritize the top-line messages that drive Moab's right-to-win?
 - Articulates the top-line insights that matter most to drive creative problem-solving, and establishes differentiation in the market
- Perform up to two (2) rounds of revisions

Verbal Identity

Define how Moab speaks—with a clear brand voice, strategic messaging, and a narrative structure built for consistency and connection across channels.

KEY DELIVERABLE(S)

- Tone of Voice Development
 - Define a clear, consistent verbal identity that reflects Moab's values and visitor experience that aligns with the overall positioning
 - The voice will be demonstrated through sample content, across primary communications, and refined collaboratively with the Moab team
 - Includes brand voice concept, including core principles and tone guidelines
 - Up to five (5) written sample content pieces to demonstrate the new tone of voice
 - Up to two (2) rounds of revisions
- Tagline Development
 - Provide a range of strategic and creative tagline options for Moab to identify a tagline that is memorable, distinctive, relevant, and legally sound
 - Shortlist of up to five (5) taglines with top-level USPTO check and risk assessment
 - Up to one (1) round of revisions with up to five (5) additional tagline options based on focused feedback
- Messaging Framework
 - 1-day on-site messaging immersion
 - Develop the story behind Moab, highlighting its unique history, values, or mission to align with consumer interests, needs, and expectations
 - Develop a messaging platform and communication strategy for up to seven (7) focus areas:
 - » Outdoor Adventure Guide
 - » Off-season messaging
 - » Hiking, off-roading, mountain biking, rafting (with difficulty systems)
 - » Film and screen tourism
 - » Destination weddings
 - » Dinosaur history, geology, and ecology
 - » Places to go, things to do, where to stay, restaurants
 - This framework will define message hierarchy, campaign themes, and strategic storylines crafted to resonate with key audiences, spark emotional alignment, and guide communications across channels

Resonant Narratives & Content Strategy

Craft emotionally resonant, place-based storytelling that brings the brand to life across Moab's core content areas—grounded in strategy, designed to connect, and built for clarity across platforms.

KEY DELIVERABLE(S)

- Core Brand Narrative
 - Author a central brand story that weaves together Moab's heritage, values, and future vision
 - Serves as the throughline for content across seasonal messaging, guides, and campaign work
- Experience & Product Narratives
 - Copywriting for up to seven (7) branded content sections aligned to Moab's core brand experiences:
 - » Outdoor Adventure Guide
 - » Hiking, Off-roading, Mountain Biking, Rafting content with comprehensive difficulty classification systems and accompanying safety guidelines, equipment recommendations, and skill-level appropriate itineraries
 - » Film and Screen Tourism
 - » Destination Weddings
 - » Dinosaur history, geology, and ecology
 - » Seasonal Campaigns (off-season and high season)
 - » Places to go, things to do, where to stay, restaurants content
 - Film and destination wedding content will include market analysis insights from Phase One research, strategic positioning recommendations, and promotional narrative development to support Moab's growth in these emerging sectors
 - Content will include emotionally engaging intros, insider tips, and storytelling framed for guides, campaigns, or activation content. All content will be aligned to Moab's tone of voice and audience strategy
 - Copywriting to be scoped separately
- Seasonal Messaging & Storylines
 - Establish content themes and narrative hooks for year-round campaigns
 - Tailored to audience mindsets and regional visitation patterns

Product Architecture

Develop a strategic framework that organizes Moab's existing tourism products and identifies opportunities for new product development and innovation, as outlined. This includes evaluating current offerings across outdoor recreation, cultural experiences, and seasonal programming to recommend strategic additions and improvements.

KEY DELIVERABLE(S)

- **Brand Architecture Framework**
 - 1-day in-person architecture immersion
 - Brand Architecture Verbal Framework with Visualization
 - Assess the existing portfolio of tourism products, experiences, and campaigns to identify strengths, gaps, overlaps, and opportunities for optimization
 - Examine seasonal dynamics, market categories, and competitive brand structures, informed by research conducted in Phase One
 - Clarify the role and positioning of each product or experience within the portfolio, with attention to off-season, screen tourism, weddings, outdoor rec, and cultural heritage assets
 - Identify verbal and visual unifiers or intentional differentiators to guide future category and product development
 - Visualize the brand architecture in up to five (5) key applications (e.g., website homepage, campaign collateral, itineraries) to illustrate real-world strategic implications
 - Perform up to two (2) rounds of revisions to the product architecture framework*

Creative Development

Creation of Moab Office of Tourism's visual identity system through a range of concepts within a variety of territories.

KEY DELIVERABLE(S)

- **Concept Development**
 - Up to three (3) conceptual directions exploring a range of executions
 - Each concept will include a variety of assets to clearly define the direction and how it embodies the brand's positioning
 - Mood Board to define Styles and Parallels
 - Logo and Visual Identity System (VIS)
 - Initial Typographic System
 - Initial Color System
 - Initial Brand World Explorations
- **Concept Refinement**
 - Select up to two (2) conceptual directions to be refined into a fully-rendered visual identity and packaging design system
 - Visual Identity System (VIS) expanded to include
 - Primary and Secondary Logos
 - Color System and Usage
 - Typography System and Hierarchy
 - Brand and Lifestyle Photography Direction
 - Expanded Graphic Elements (e.g. illustrations, patterns, icons)
 - Up to ten (10) Visual Executions (e.g. digital, social, merchandise, print, OOH, etc.)
 - Up to two (2) rounds of revisions*
 - Incorporates structured feedback from key stakeholders and community members, along with simulated input via our custom GPT focus group, to ensure the refined identity reflects Moab's values and resonates across diverse audience mindsets
- **Concept Finalization**
 - Based on feedback, make the final adjustments necessary to establish the approved design system that will inform the look and feel of the brand's additional creative executions
 - Final logo kit and visual assets, executions, and direction provided as working files
 - Final Visual Identity System (VIS)
 - Up to two (2) rounds of revisions*

Guidelines & Website

Bring the brand to life across digital platforms and touchpoints through clear guidelines, asset organization, and a refreshed web presence.

KEY DELIVERABLE(S)

- **Brand Guidelines :: Digital**
 - Create a digital portal to house all brand assets and articulate the core strategic and creative principles of the brand, guiding consistency across campaign, activations, and future extensions
 - Brand guidelines portal setup and management via Corebook (or alternative DAM system), housing all brand assets and documentation for consistent use and future scalability
 - Brand Strategy and Positioning
 - Messaging Framework
 - Brand Architecture
 - Logo Guidelines, Variations, and Usage Standards
 - Color Palette Guidelines, Expansion, and Combination Standards
 - Typography and Hierarchy Standards
 - Brand and Lifestyle Photography Guidelines
 - Graphic Element Library and Usage (illustrations, patterns, icons, etc.)
 - Visual Asset Executions (e.g. digital, social, merchandise, print, etc.)
- **Digital Asset Management :: Audit & Organization**
 - Evaluate the current state of Moab's creative asset libraries to streamline access, ensure consistency, and retire outdated or off-brand materials
 - Creative asset audit and retirement plan
 - Consolidated and reorganized asset library
 - New folder structure and tagging system for intuitive navigation
 - Asset migration support to Corebook or Moab's preferred DAM platform
 - Ongoing recommendations to maintain asset integrity and scalability
- **Website Redesign**
 - Audit and evaluate current site content, structure, and creative for alignment with the new brand identity
 - Rewrite and fact-check priority pages to reflect brand voice, positioning, and updated offerings
 - Provide up to two (2) design directions to explore how the brand comes to life in the digital space
 - Apply final design direction across all pages, with guidance and documentation for the Simpleview development team
 - Collaborate with Simpleview to support content implementation, QA, and alignment with the new design

Campaign Development

Establish an evergreen campaign that reflects Moab's brand narrative, with seasonal extensions that drive relevance across key tourism cycles and unify creative, messaging, and content.

KEY DELIVERABLE(S)

- **Campaign Strategy & Messaging**
 - Develop a strategic framework that aligns campaign goals with audience insights and business objectives
 - Define content strategy by channel to guide engagement across the visitor journey
 - Craft audience-specific messaging for evergreen and seasonal campaigns, reflecting Moab's voice and priorities
- **Campaign Concepting & Creative Development**
 - Ideate up to three (3) distinct creative concepts with visual and verbal directions and rationales
 - Includes two (2) rounds of revisions for the selected concept
 - Execute final creative production across all approved campaign elements (e.g. digital, print, OOH, and branded content)
 - *Note: Photo and video production to be scoped separately*
- **Campaign Activation & Asset Production**
 - Produce final art files and rollout-ready assets for all approved placements
 - Includes copywriting, layout, and formatting for digital, social, print, and physical channels
 - Provide implementation guidance and file delivery in collaboration with Moab's media agency
 - *Note: Media planning and buying not included; will be done in partnership with MOT and the Media Agency*

Brand Rollout Assets

Extend the brand identity across Moab's core owned platforms and communication tools with production-ready assets and templates designed for ongoing use.

KEY DELIVERABLE(S)

- **Brand Assets & Templates**
 - Design and deliver production-ready files for core brand assets (e.g. social templates, digital ads, etc)
 - Presentation slide decks (up to 10 slides)
 - » Built in platform-specific programs (e.g. Keynote, Google Slides, Adobe) for client use
 - Convert documents and collateral with the new brand identity (e.g. visitor guides, itineraries, FAQs, etc.), to be scoped separately based on quantity
 - Deliver updated, ready-to-use marketing and business materials in both print and digital formats
 - *Includes up to two (2) rounds of revisions per asset*
- **Graphic Elements Development**
 - Expand the brand's visual toolbox with icons, illustrations, and patterns/textures
 - Ensure all assets are style-aligned, scalable, and adaptable across formats
 - *Up to two (2) rounds of revisions per document*
- **Partner Collaboration**
 - We'll work closely with Moab Office of Tourism's media and PR agencies to ensure all brand assets, campaigns, and communications align, support, and amplify each other across earned and paid channels.

Physical Touchpoints

Bring the brand to life across Moab's real-world spaces and stakeholder-facing materials with design intent and scalable creative exeuction.

KEY DELIVERABLE(S)

- **Environmental & Signage Applications**
 - Design branded event or environmental graphics (e.g. signage, kiosks, maps, visitor center assets)
 - Apply brand identity across various scales and use cases
 - Provide final production-ready files and specs for partner implementation
 - Includes coordination of specs and up to two (2) rounds of revisions
- **Print & Physical Touchpoints**
 - Develop print collateral pieces and merchandise or swag assets
 - Includes things like maps, postcards, trail signage, and giveaway items
 - Deliver print-ready files with layout guidance for various formats
- **Stakeholder & Community Materials**
 - Develop presentation decks, briefing documents, or materials for internal and community-facing use
 - Includes pitch decks, reports, onboarding documents, and informational one-pagers
 - *Up to two (2) rounds of revisions per deliverable*
- **Asset Quantity Scoping Clarification**
 - Quantity of all assets, presentation decks, templates, graphic elements, environmental signage, print, and physical touchpoints to be scoped separately in collaboration with Moab Office of Tourism

Production Strategy

Establish a strategic framework for authentic visual storytelling that will be scoped and produced following brand development and in tandem with Phase Three.

KEY DELIVERABLE(S)

- Photography & Video Strategy Development
- Strategic photography and videography brief aligned with final brand positioning and messaging framework
 - Seasonal content calendar identifying key capture moments and tourism cycles
 - Content strategy by channel to guide engagement across the visitor journey
 - Visual storytelling framework that reflects community values and authentic Moab experiences
- Production Framework Development
- Shotlist templates and creative direction frameworks for consistent brand expression
 - Guidelines for capturing authentic community stories alongside visitor experiences
 - Quality standards and technical specifications for all future content creation
 - NOTE: *Actual photo and video production will be scoped as a separate phase*

Planning & Scoping

Create detailed production roadmap and scoping framework for immediate launch needs and ongoing content generation.

KEY DELIVERABLE(S)

- Initial Production Scoping
- Following brand finalization, detailed scoping of initial photo/video production needs
 - Production timeline recommendations aligned with campaign launch and seasonal priorities
 - Budget planning for initial production covering key brand launch assets
 - Venue and location scouting recommendations for authentic Moab storytelling
 - Equipment and crew requirements assessment for on-location shoots
- Ongoing Content Roadmap
- Long-term content production calendar tied to tourism cycles and seasonal messaging
 - Asset refresh schedule to keep visual content current and engaging
 - Content gap analysis and production priority recommendations
 - Scalable production model for sustainable content creation
 - Integration planning with existing Moab media partnership and PR agency collaboration
 - NOTE: *Production scoping will be delivered as a separate proposal following brand development completion, ensuring accurate budgeting and timeline development*

Local Partnerships

Build sustainable local content partnerships to ensure fresh, authentic content is captured that strengthens community connections.

KEY DELIVERABLE(S)

- Local Network Assessment
- Local photographer and videographer network assessment and partnership recommendations
 - Community storyteller identification and engagement strategy
 - Evaluation of existing local content creators and their alignment with brand values
 - Partnership framework for sustainable, ongoing visual storytelling
 - Recommendations for supporting local creative economy through tourism content needs
- Partnership Implementation
- Training and onboarding materials for local content creators
 - Brand standards and style guide adaptation for local partners
 - Content creator brief templates and project management frameworks
 - Quality assurance processes that maintain brand consistency while celebrating local perspective
 - Ongoing relationship management recommendations to ensure authentic community representation
 - NOTE: *Local partnerships prioritize community members who understand Moab's authentic character, ensuring content creation strengthens rather than strains local relationships while providing economic opportunities for residents*

MOAB OFFICE OF TOURISM

Cost Proposal Summary

Phase One

- **Project Planning & Kickoff**
 - Project Kickoff
 - Research Consultation
- **Preliminary Research**
 - Research & Insights Assessment
 - Tourism & Brand Performance Review
 - Brand & Market Positioning Analysis
 - Industry Trends & Best Practices
 - Opportunity Identification
 - Regional Partnership Assessment
 - Brand Audit & Gap Analysis
 - Competitive & Exemplar Audit (6)
 - Leadership & Government Interviews (5)
 - Industry Stakeholder Interviews (5)
 - Community Voice Integration Plan
 - Custom AI GPT Focus Group + 6-month access
- **Additional Costs, not included**
 - Consumer Surveys (\$12,500 per survey)
 - Additional Qualitative Interviews (\$1,500 per interview)
 - Continued AI GPT Focus Group Access (\$1,500 per quarter)
 - Travel costs to be scoped separately

\$72,5002–3 Months

PAYMENT TERMS

- 50% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Phase Two

- **Strategic Positioning**
 - 2-day on-site Strategic Immersion
 - Business, Brand Strategy & Positioning
- **Verbal Identity**
 - 1-day on-site Messaging Immersion
 - Messaging Framework (7)
 - Tone of Voice Development
 - Tagline Development
 - Core Brand Narrative
 - Seasonal Messaging & Storylines
- **Brand Architecture**
 - 1-day on-site Architecture Immersion
 - Verbal and Visual Architecture Framework
- **Creative Development**
 - Visual Identity Development & Finalization
 - » Visual Execution Examples (10)
 - Digital Brand Guidelines via Corebook or other desired DAM
 - Digital Asset Management :: Audit & Organization
 - Website Redesign
- **Additional Costs, not included**
 - Copywriting for Experience & Product Narratives (.80c per word)
 - Travel costs to be scoped separately

\$394,5004–5 Months

PAYMENT TERMS

- 20% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Phase Three

- **Campaign Development & Activation**
 - Campaign Strategy & Messaging
 - Campaign Concepting & Development
 - Campaign Activation & Asset Production
- **Visual Storytelling Strategy**
 - Photo & Video Strategy Development
 - Production Framework Development
 - Production Scoping
 - Ongoing Content Roadmap
- **Local Partnerships Implementation**
 - Local Network Assessment
 - Partner Implementation
- **Asset-Based Pricing Reference (not included in summary price)**
 - Campaign Copywriting (.80c per word)
 - 10 Slide Presentation Slide Deck (\$15,000 per)
 - Digital Ads & Social Media Templates (\$1,500 per)
 - Environmental & Signage (\$2,000 per)
 - Icons (\$500 per)
 - Illustrations (\$2,500 per)
 - Patterns/Textures (\$1,000 per)
 - Merchandise (\$1,000 per)
 - Single-Page Document/Collateral Conversion (\$200 per)
 - Multi-Page document or Presentation (\$50 per page)
 - » Note: All asset types will be scoped with flexibility to meet MOT's rollout needs without over committing to fixed quantities

\$147,5007–8 Months

PAYMENT TERMS

- 30% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Communication Cadence

- Weekly Video Status Calls
- Weekly Emailed Project Status Reports
- Quarterly Review of Progress and Remaining Deliverables
- In-person Meetings & Presentations at Key Milestones
- **NOTE:** *Depending on final scope, Moxie Sozo is open to creating a satellite office in Moab if chosen as a partner*

Initial Timeline

- **Discovery, Research & Insights**
 - 10/1/25 Project Planning/Kickoff
 - 10/6-10/31 Materials Audit & Review
 - 11/3-1/9/26 Competitive Audit and Landscape Review
 - 11/27-11/28 *Office Closed for Thanksgiving Holiday*
 - 12/24-1/1 *Office Closed for Holidays*
- **Brand Development**
 - 1/2-1/23/26: Business and Brand Strategy
 - 1/26-3/20 Brand Platform and Verbal Narrative
 - 3/30-5/29 Visual Brand Identity
- **Brand Activation, Implementation, and Launch**
 - 6/1-9/25 Produce Creative Assets
 - 9/28-10/30 Brand Expressions across Multiple Touchpoints
 - 11/2-12/22/26 Design & Implement across Owned Media
 - Ongoing Local Business Integration
 - Ongoing Tech Support & Marketing Consulting
 - Ongoing Collaboration with PR & Media Agency Partners



CASE STUDIES

CASE STUDY

Visit Bend

Completion Date

New visual identity and website launched November 2023

Project Scope (Retainer)

- Brand & Competitive Audit
 - Consumer Segmentation
 - Strategic Workshops
 - Voice & Tone
 - Messaging Framework
 - Visual Identity System
 - Digital Brand Guidelines
 - Visitors Guide Design
- Website: UX/UI Design
 - Website: Full-Stack Development
 - Website: Ongoing Maintenance
 - Campaign Development
 - Campaign Messaging
 - Destination Video Concept & Management
 - Digital Asset Templates & Extensions
 - Ongoing Creative Ideation

Project Goal

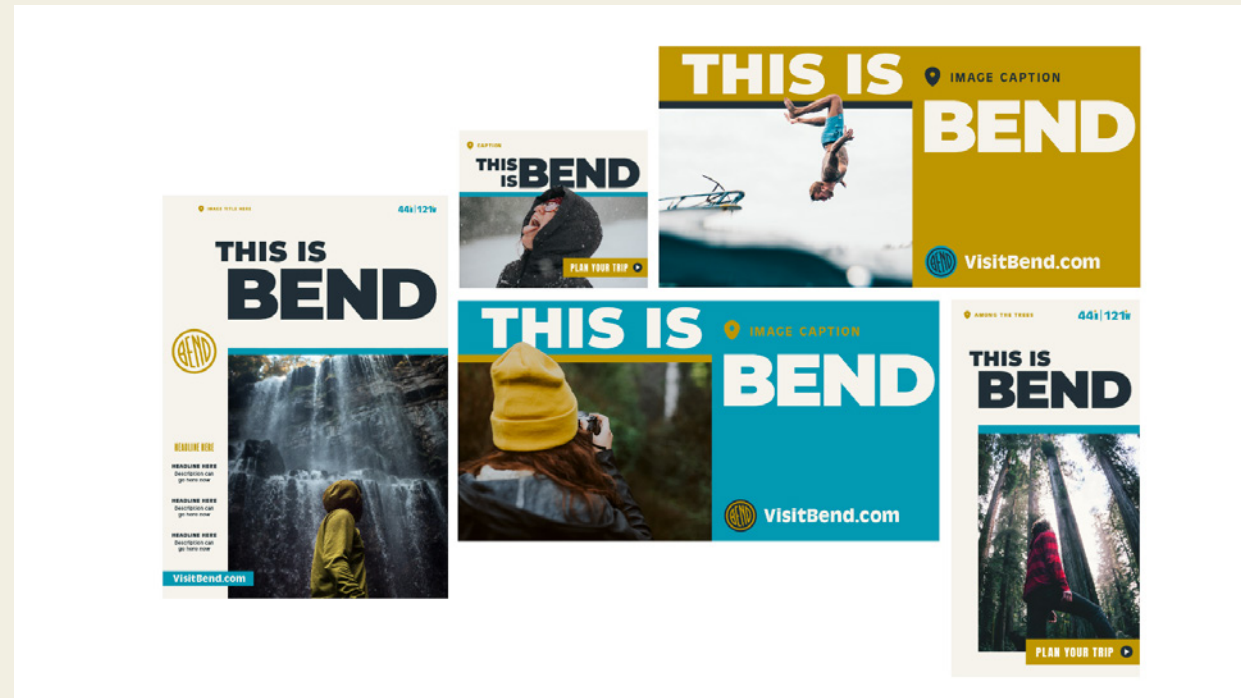
Modernize and set the standard for a DMO's branding and digital presence. Create consistency and develop a rich experience.

Client Reference

Nate Wyeth, SVP Strategy
nate@visitbend.com
+1 (541) 639-2448



Visit Bend



Numbers Outpace Key Competitors

View Presentations

CASE STUDY

City of Seaside (Oregon)

Completion Date

Evolved visual identity and website launched March 2025

Project Scope

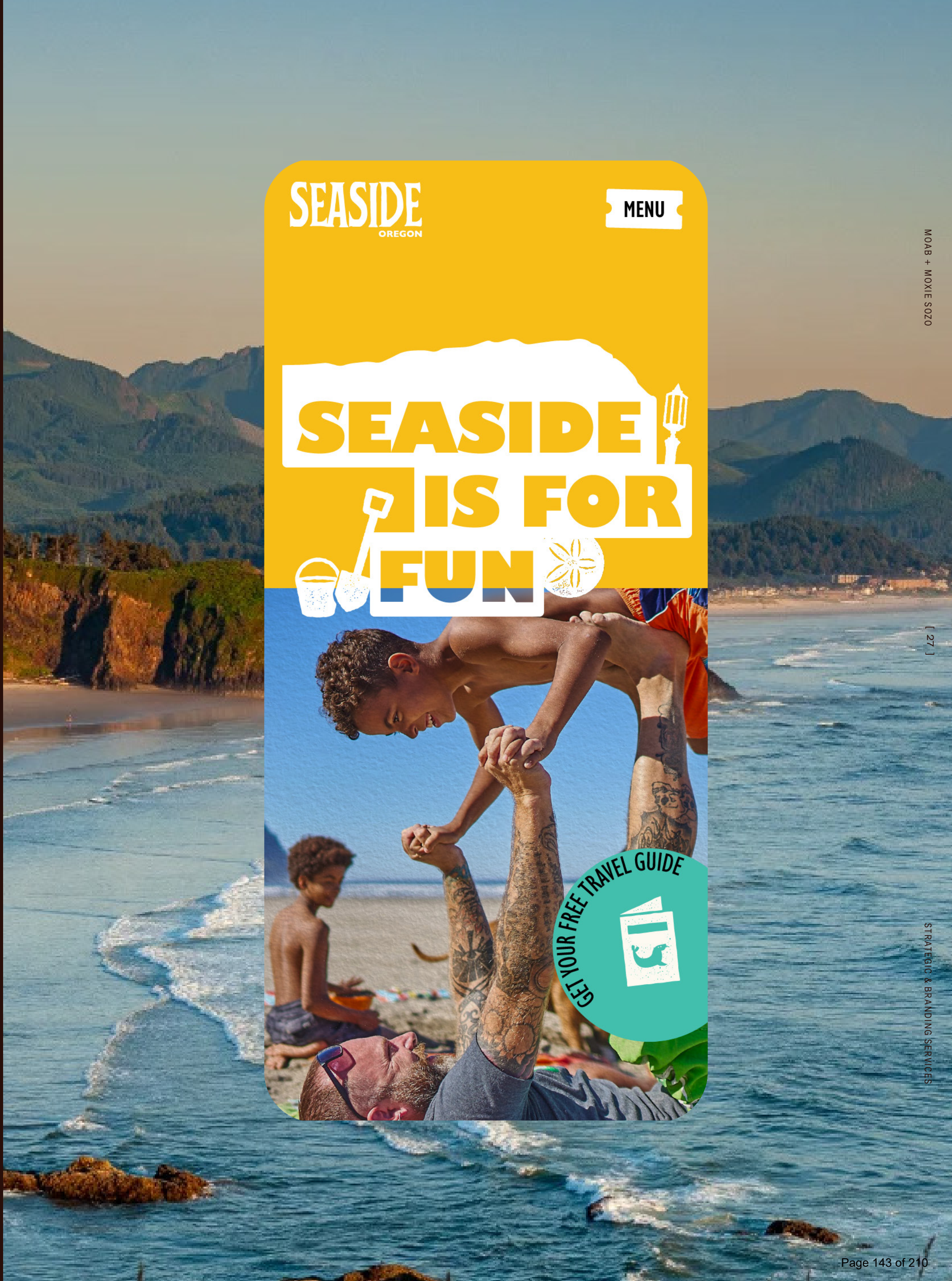
- Brand & Competitive Audit
- Strategic Workshops
- Evolved Visual Identity System
- Website: UX/UI Design
- Website: Full-Stack Development
- Website: Ongoing Maintenance
- Digital Asset Templates & Extensions
- Ongoing Creative Ideation

Project Goal

Create more impact and playfulness for the City of Seaside brand and their digital presence to drive tourism.

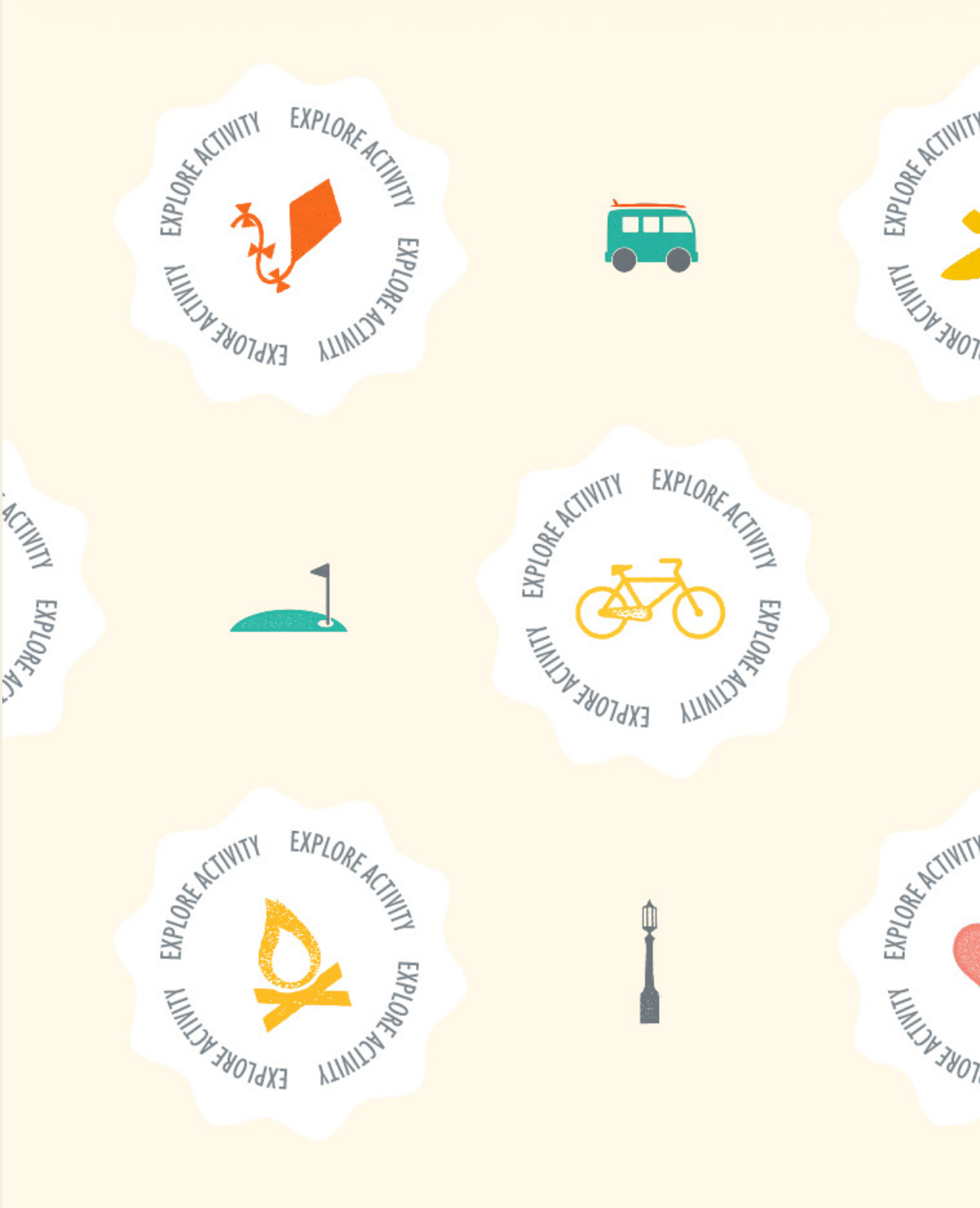
Client Reference

Joshua Heineman, Director of Tourism Marketing
jheineman@cityofseaside.us
+1 (503) 738-3097



CASE STUDY

City of Seaside



RESULTS

64% Improvement in Site Performance

30% Increase in Newsletter Signups

6% Increase in Total Web Sessions

4% Increase in Lodging Tax Revenue

LINKS

[View Website](#)

[View Presentations](#)

CASE STUDY

Organic Valley



RESULTS

- +10% Growth in Sales YoY (Horizon Organic, key competitor, -8% over same time)
- \$100M of Additional Sales
- 2024 Design Effectiveness Award
- 2024 Product of the Year (Eggnog)
- 2023 Product of the Year (Creamers)
- Regained Distribution in Target

LINKS

- [View Website](#)
- [View Presentations](#)



QUESTIONS?

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MOAB

OFFICE OF TOURISM

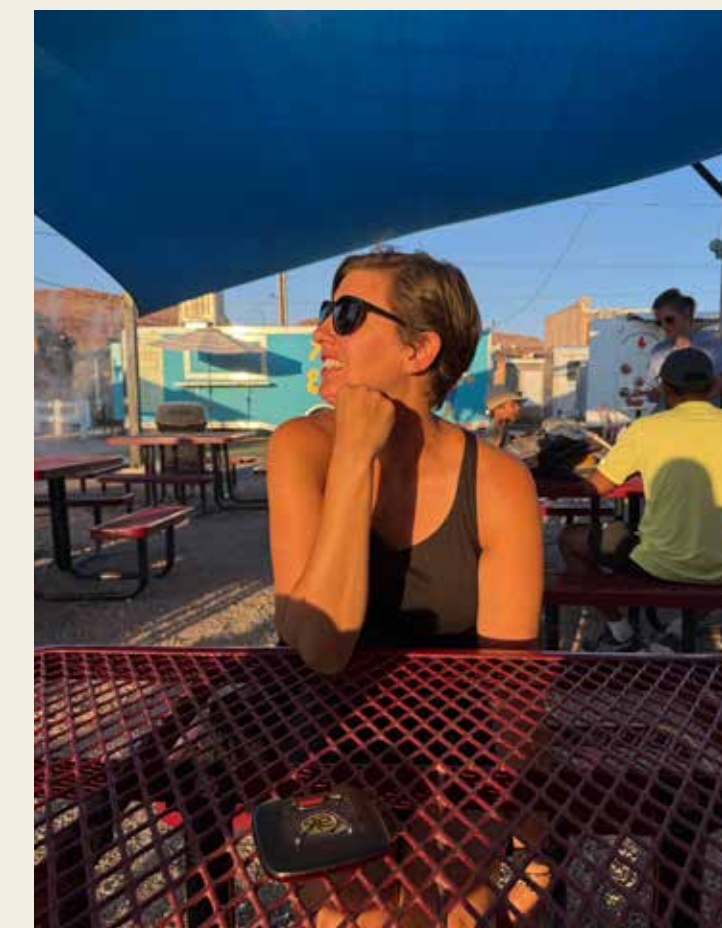


MOXIE SOZO, U.S.A.

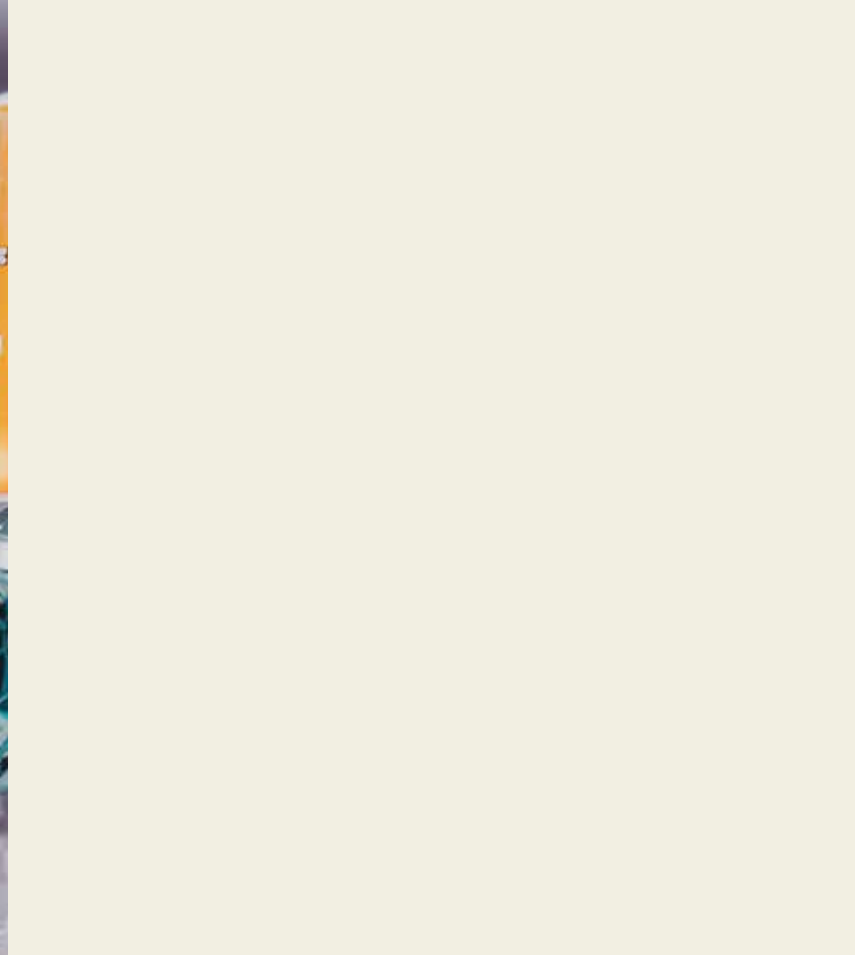
PRESENTATION & INTERVIEW
STRATEGIC & BRANDING SERVICES
PREPARED BY THE MOXIE TEAM



INTRODUCTIONS



AGENCY OVERVIEW



WHY

We empower our partners to make **BOLD** decisions, enabling them to succeed and grow.



WHO

We are an independent strategy and creative agency building the future with our clients.



- SELECT CLIENTS
- Aspen Music Festival & School
 - Bohemian Nights Festival
 - City of Bend
 - City of Seaside
 - Denver Water

- Downtown Denver Partnership
- Out Boulder County
- Steamboat Springs
- University of Colorado
- Visit Bend

ABOUT MOXIE SOZO

What does the name Moxie Sozo mean?

The bold application of intelligence and creativity.

25

BUILDING BRANDS SINCE 1999



WHERE

Our team is located in Colorado with weekly collaborations at our Boulder office.





“I felt like I was in a Gary Paulsen book.”

NATE DYER

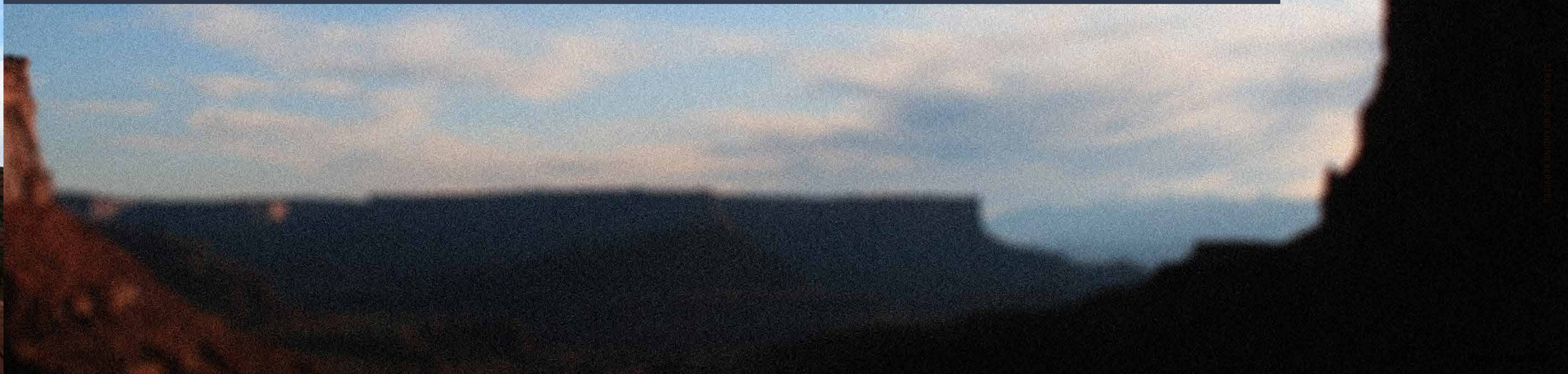
Creative Director, Illustrator, Partner

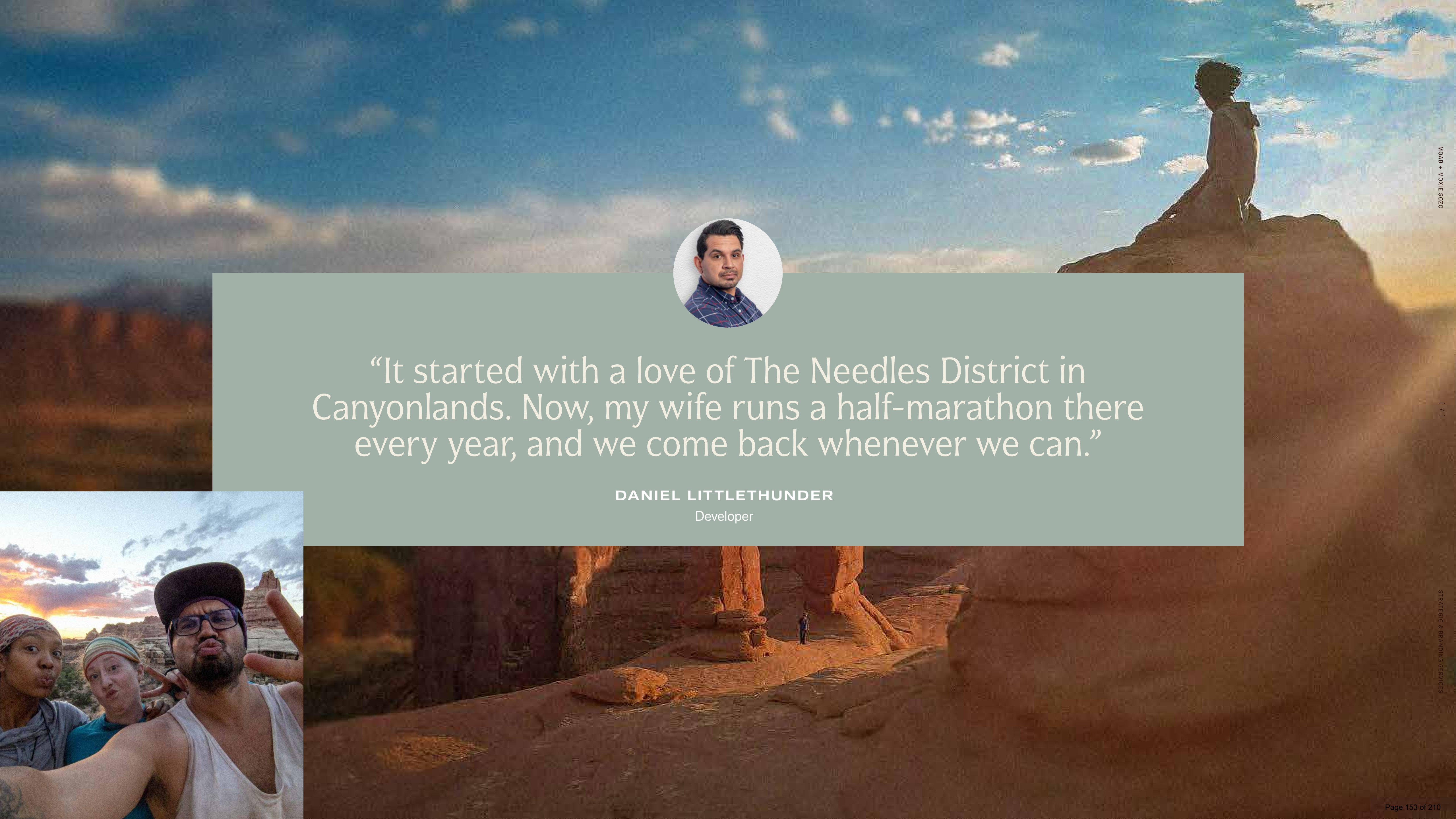




“Sleeping along the White Rim Trail, I had dreams about who or what might’ve existed in that same spot as me tens, hundreds, a thousand years prior.”

CHARLES BLOOM
Creative Director, Illustrator, Partner





“It started with a love of The Needles District in Canyonlands. Now, my wife runs a half-marathon there every year, and we come back whenever we can.”

DANIEL LITTLETHUNDER
Developer

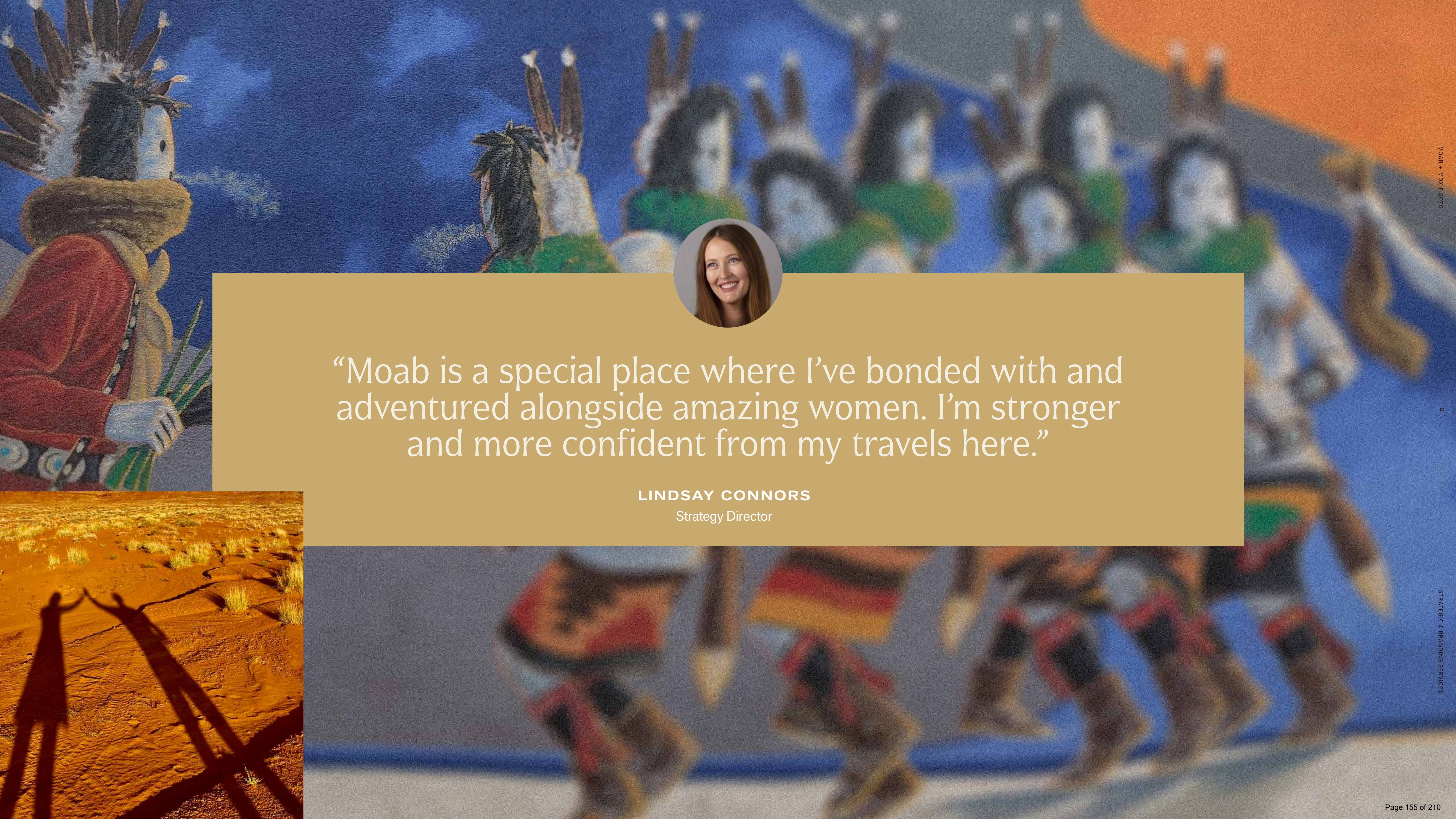




“Moab holds a special kind of magic. My favorite visit was hiking to Delicate Arch in the pitch black, reaching it just in time for sunrise.”

SOPHIE VERRILL
Senior Designer





“Moab is a special place where I’ve bonded with and adventured alongside amazing women. I’m stronger and more confident from my travels here.”

LINDSAY CONNORS

Strategy Director

MOAB ASSESSMENT



OUR PROBLEM

Moab's tourism economy is successful but unsustainable without recalibration.

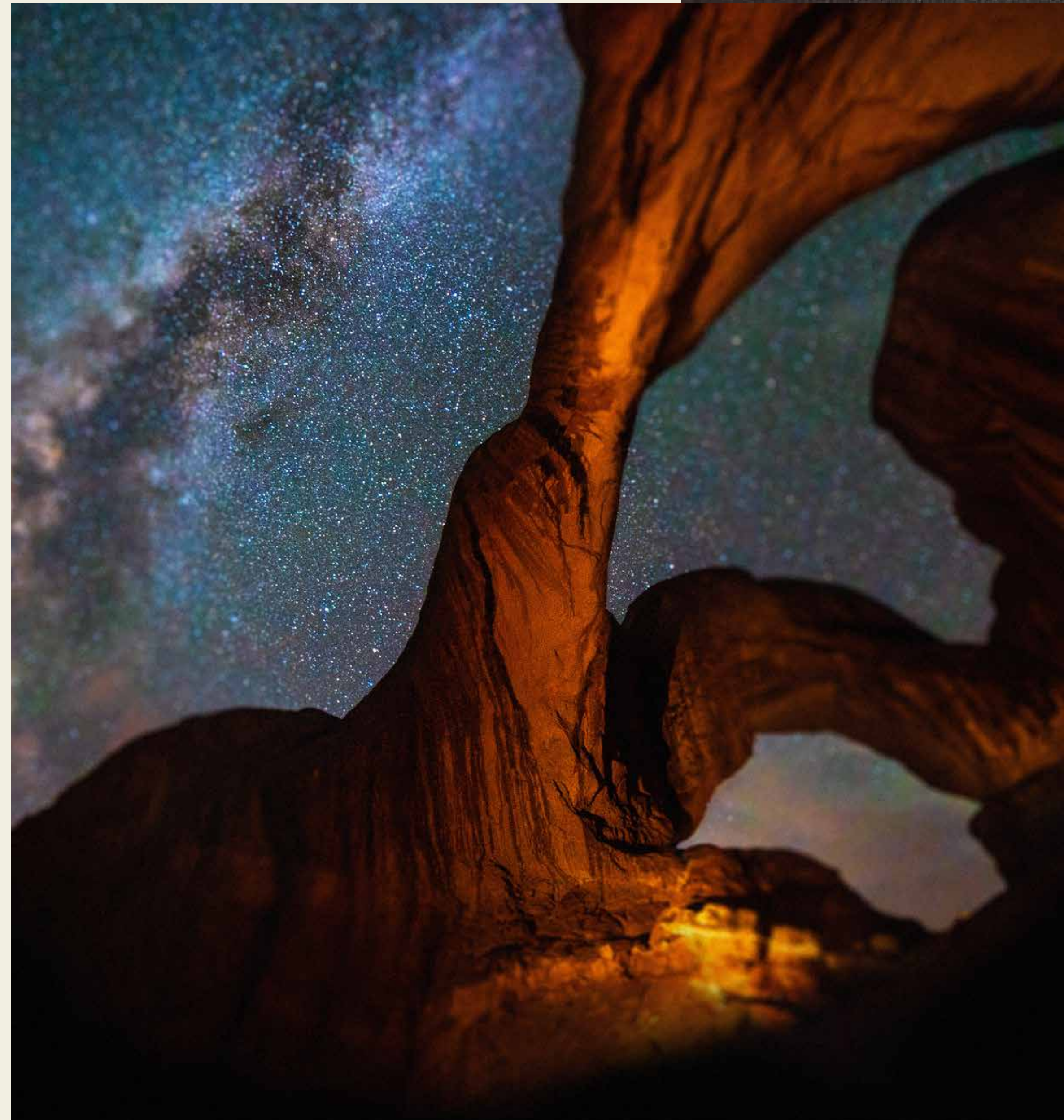
There's urgency to move from volume to value, to attract visitors aligned with Moab's long-term vision, and to elevate tourism from a transactional economy to a shared cultural and environmental investment.

HOW WE WORK

Success, Simplified

We are built for complexity.

We know that navigating a challenge like Moab's isn't simple. But complex doesn't have to mean complicated. At Moxie Sozo, we work collaboratively to bring clarity and alignment to nuanced challenges—helping communities, stakeholders, and agencies move forward with shared purpose.



THREE KEY INSIGHTS

01

The Real Client
Isn't Tourism—It's
Community Resilience

When locals working 2–3 jobs can't
enjoy the lifestyle that drew them
there, the foundation cracks.

02

Marketing Success
Without Community Buy-
In Creates Its Own Crisis

When campaigns work too well
without local input, you get visitors,
but lose social license to operate.

03

Moab's Real
Differentiators Go Deeper
Than Landscapes

Every destination has beautiful imagery.
Only Moab has 75 years of teaching the
world what the American West looks like.

Our Strengths

MOAB
The name says it all

A landscape that
sells itself

Adventure is always
the headline

Our Reputation

A must visit for
thrill-seekers

Sustainability is
gaining traction

Loved by tourists,
questioned by locals



Our Products

Exploration gets
the spotlight

Activities presented
at a surface level

(do over feel)

Culture is rarely
tapped as an asset

How do we improve?

Show why we're
beloved and stop
being reduced to
a "bucket list"

Connect the disparate
voices of the locals
and the tourists

Be transparent
through all of our
stewardship strategy
and execution

OUR GOAL

Transform Moab from a destination that serves visitors into a place that BELONGS to residents. Where every visitor interaction strengthens rather than strains the community foundation.



OUR VISION



Moab's future isn't about choosing between welcoming the world and preserving what makes it special.

It's about creating a destination so authentically rooted in community values that tourism becomes a force for strengthening rather than threatening local life.

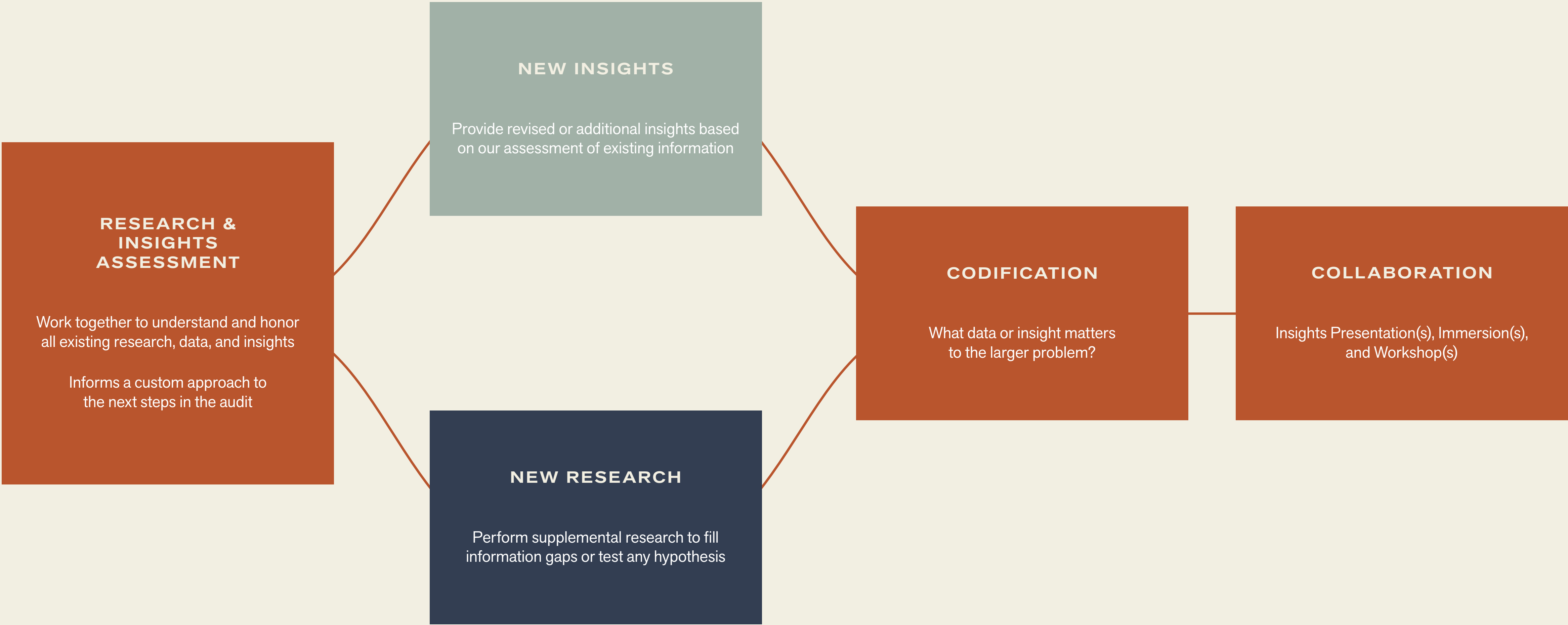
This is not about introducing Moab, it's about rediscovering it.

OUR APPROACH

OUR APPROACH

Moab's strategy must be a living, breathing guide to messaging, behavior, programming, and investment.

Custom Audit Process

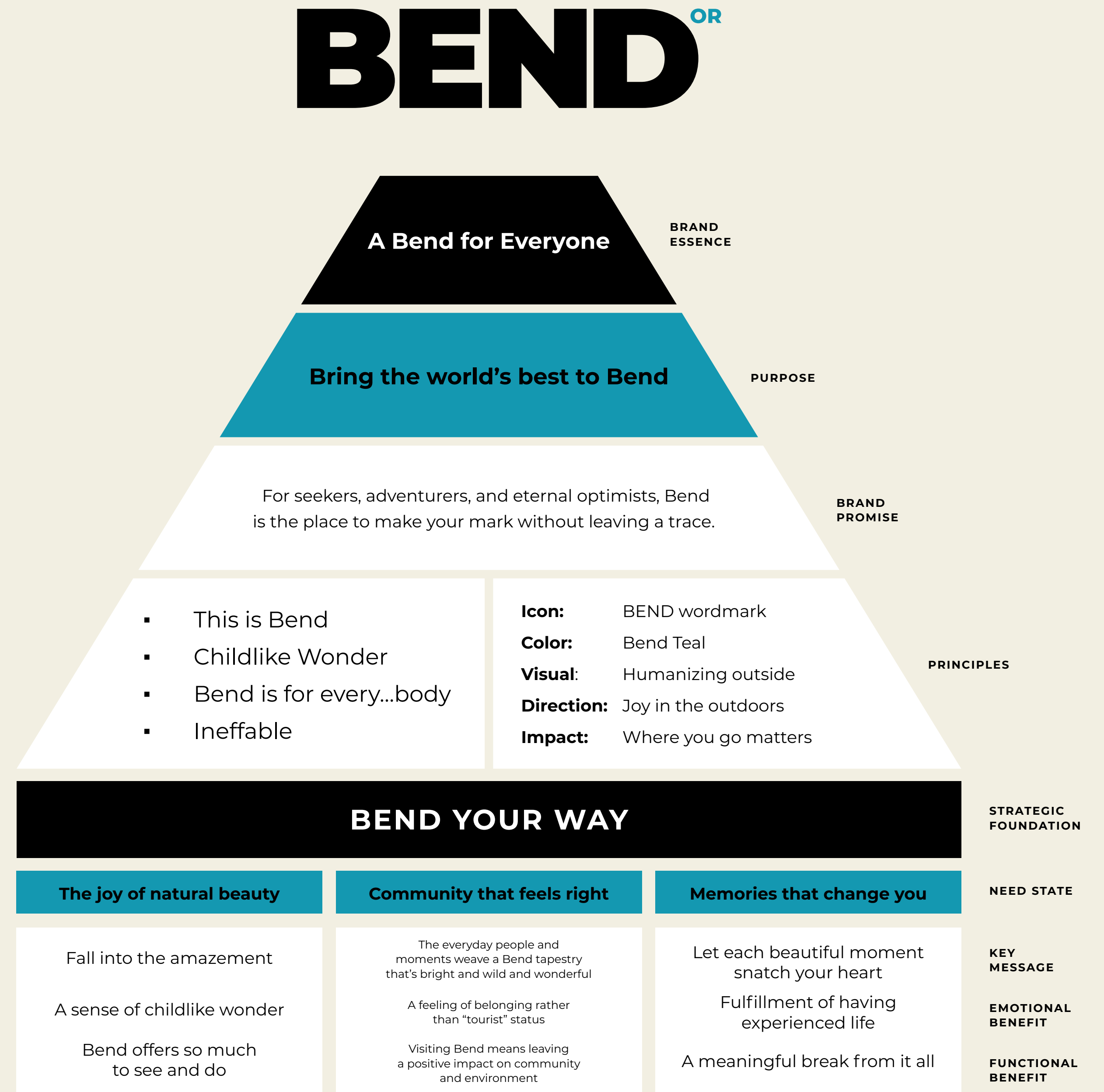


OUR APPROACH

The brand audit culminates in a gap analysis of Moab's brand pyramid.

We see what messages are working, and which need additional strategic support to reach the ideal consumer.

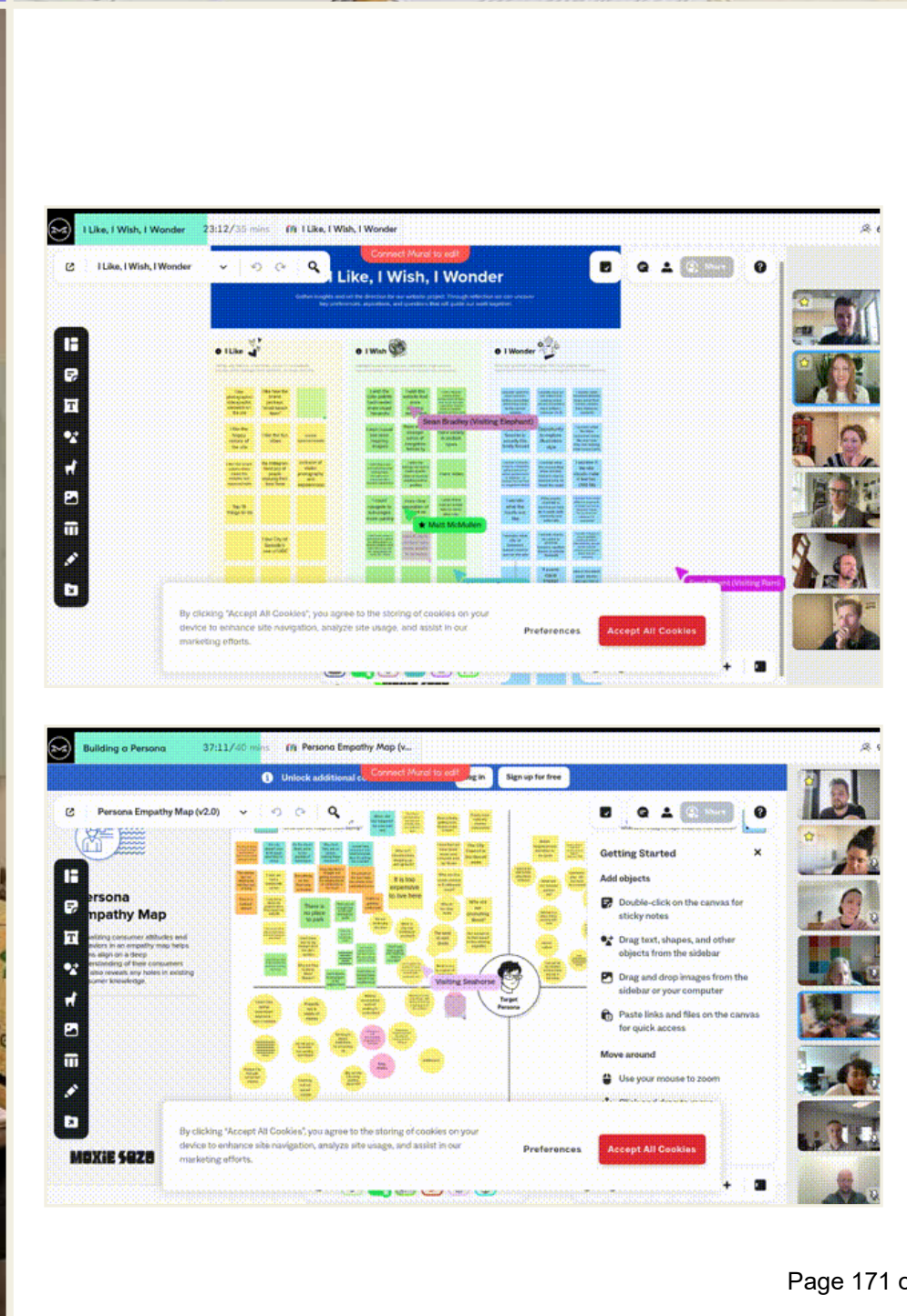
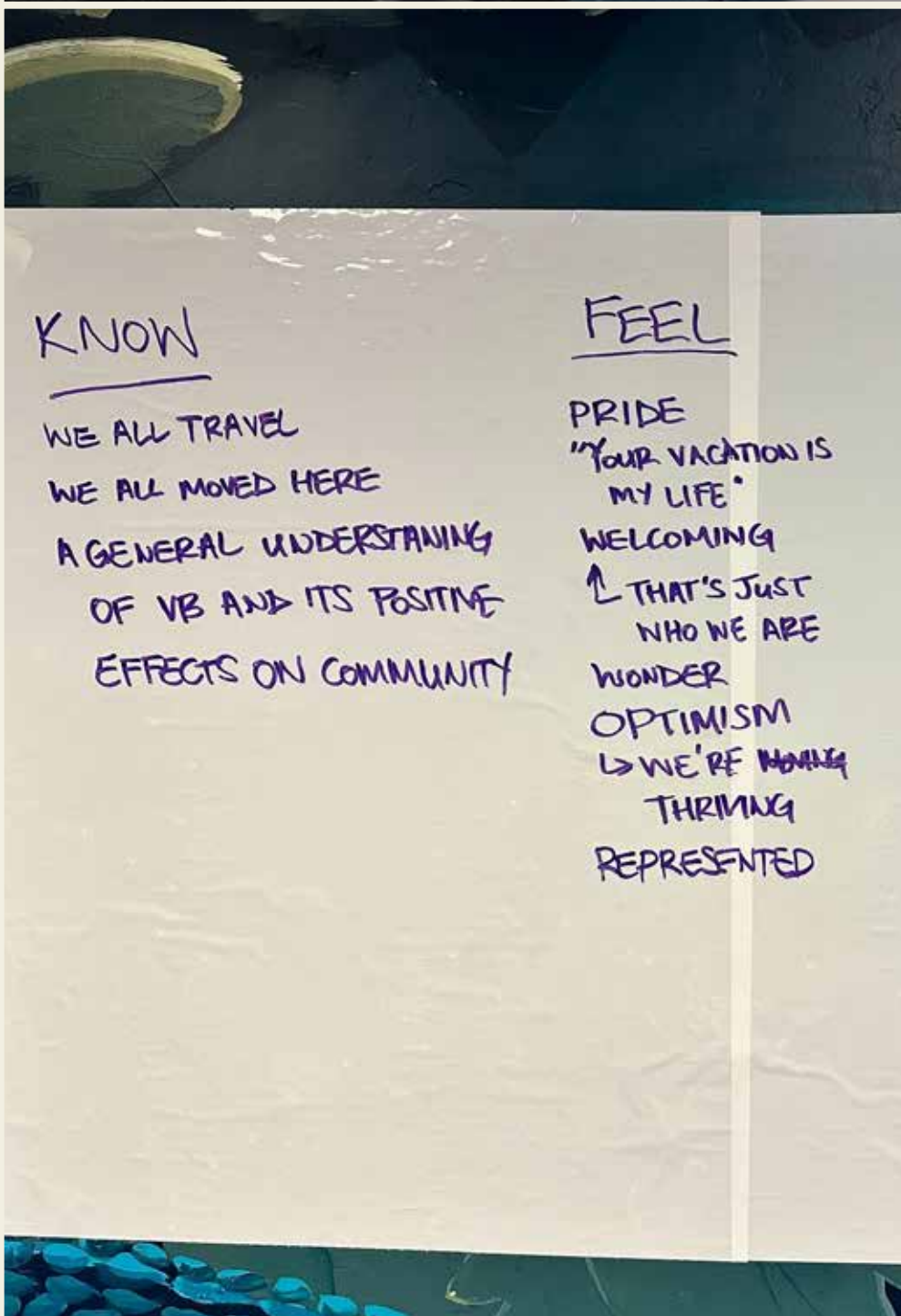
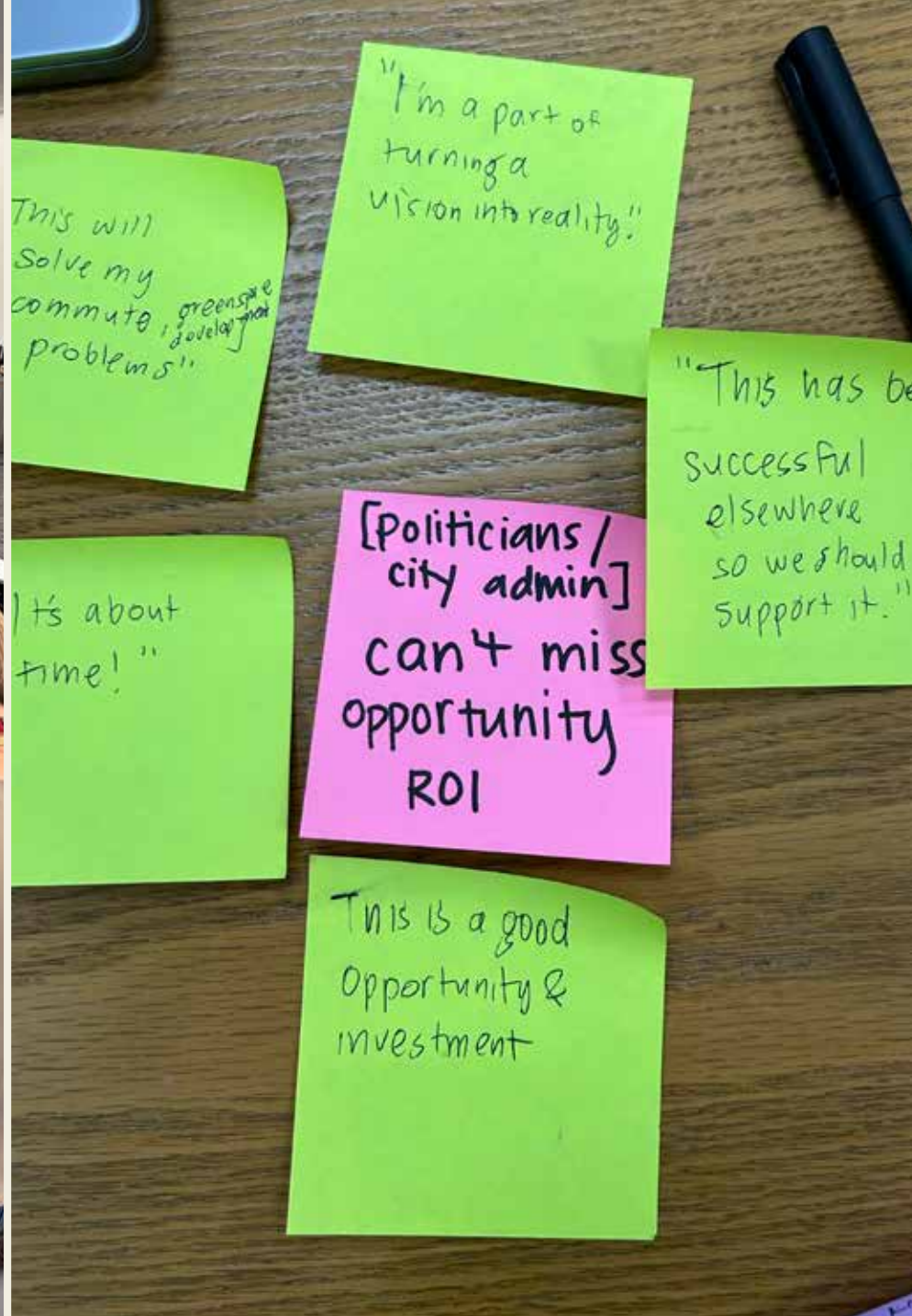
Visit Bend's completed brand pyramid reflects the strategic shift we made from outdoors-only messaging to pillars about community and emotion.



OUR APPROACH

Once the audit is complete, workshops are the cornerstone of our strategic development.

We do workshops digitally, too.



OUR APPROACH

We focus on building brands through strong design that can flex across a wide range of touchpoints.

Visual Identity

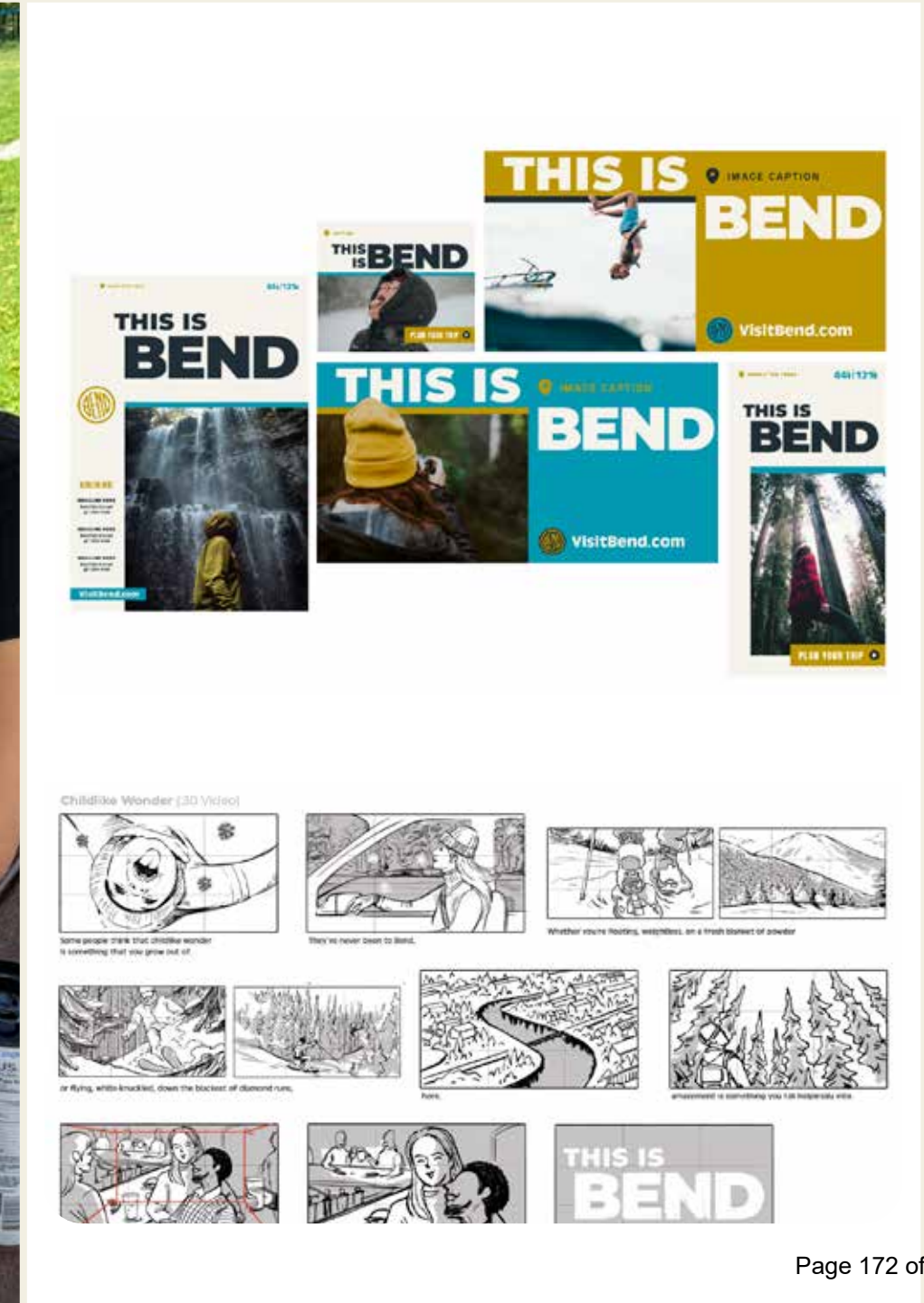
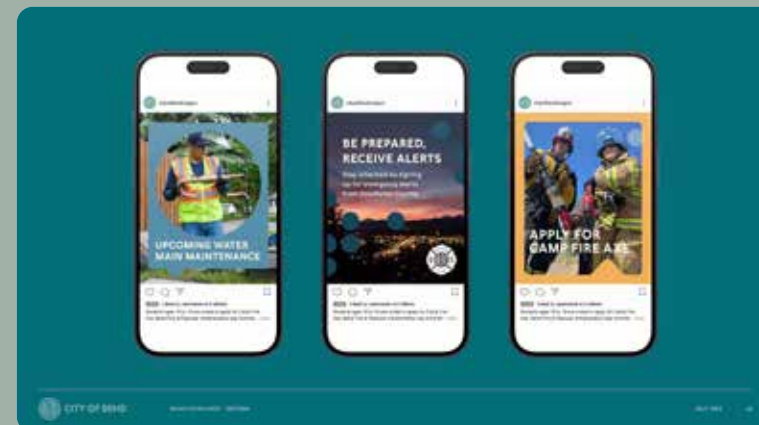
Verbal Identity

Brand Guidelines

Website Design

Campaign Development

Activations



OUR APPROACH

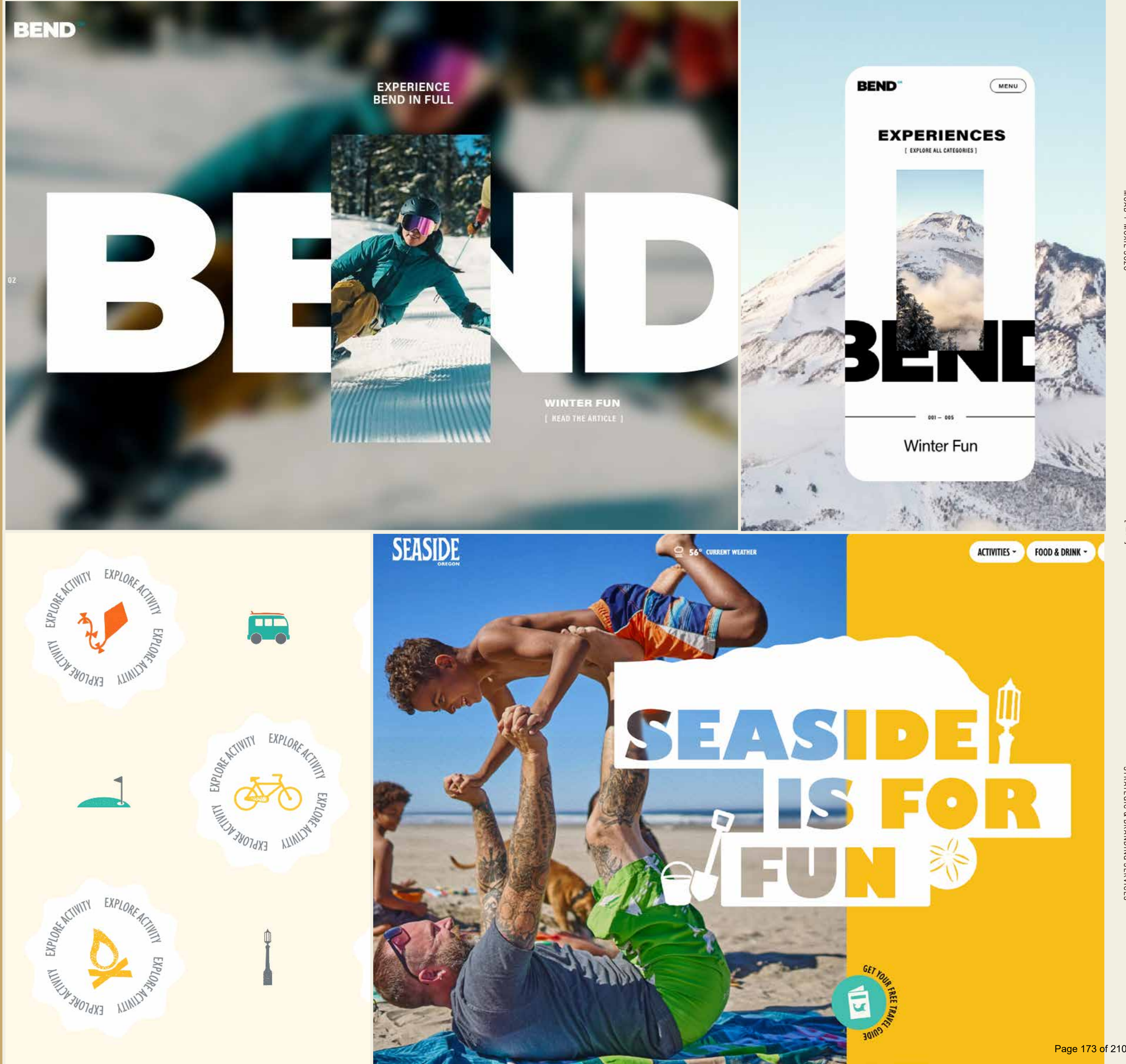
The brand will have tools, not just templates, usable by MOT and extendable to its ecosystem.

Messaging that flexes from education to aspiration.

Voice and tone guidelines for channels and context.

Visual Identity System with brand book and training resources to ensure widespread fluency and adoption.

Building partnerships with local content creators.



OUR APPROACH

Communication Cadence

We won't leave you wondering what comes next, we'll help you make decisions and continue to move the project toward success.

-) Weekly Video Status Calls
-) Weekly Emailed Project Status Reports
-) Quarterly Review of Progress and Remaining Deliverables
-) In-person Meetings & Presentations at Key Milestones

NOTE: Depending on final scope, Moxie Sozo is open to creating a satellite office in Moab if chosen as a partner.

Initial Timeline (pending new scope and timeline)

-) **Phase One: Discovery, Research & Insights**
 - 10/1/25 Project Planning/Kickoff
 - 10/6-10/31 Materials Audit & Review
 - 11/3-1/9/26 Competitive Audit and Landscape Review
 - 11/27-11/28 *Office Closed for Thanksgiving Holiday*
 - 12/24-1/1 *Office Closed for Holidays*
-) **Phase Two: Brand Development**
 - 1/2-1/23/26 Business and Brand Strategy
 - 1/26-3/20 Brand Platform and Verbal Narrative
 - 3/30-5/29 Visual Brand Identity
-) **Phase Three: Brand Activation, Implementation, and Launch**
 - 6/1-9/25/26 Produce Creative Assets
 - 9/28-10/30 Brand Expressions across Multiple Touchpoints
 - 11/2-12/22 Design & Implement across Owned Media
 - Ongoing Local Business Integration
 - Ongoing Tech Support & Marketing Consulting
 - Ongoing Collaboration with PR & Media Agency Partners

OUR APPROACH

Proposal Summary

Phase One

Discovery, Research & Insights

- Project Planning & Kickoff
 - Project Kickoff
 - Research Consultation
- Preliminary Research
 - Research & Insights Assessment
 - Tourism & Brand Performance Review
 - Brand & Market Positioning Analysis
 - Industry Trends & Best Practices
 - Opportunity Identification
 - Regional Partnership Assessment
 - Brand Audit & Gap Analysis
 - Competitive & Exemplar Audit (6)
 - Leadership & Government Interviews (5)
 - Industry Stakeholder Interviews (5)
 - Community Voice Integration Plan
 - Custom AI GPT Focus Group + 6-month access
- Additional Costs, not included
 - Consumer Surveys
 - Additional Qualitative Interviews
 - Continued AI GPT Focus Group Access
 - Travel costs to be scoped separately

Phase Two

Brand Development

- Strategic Positioning
 - 2-day on-site Strategic Immersion
 - Business, Brand Strategy & Positioning
- Verbal Identity
 - 1-day on-site Messaging Immersion
 - Messaging Framework (7)
 - Tone of Voice Development
 - Tagline Development
 - Core Brand Narrative
 - Seasonal Messaging & Storylines
- Brand Architecture
 - 1-day on-site Architecture Immersion
 - Verbal and Visual Architecture Framework
- Creative Development
 - Visual Identity Development & Finalization
 - Visual Execution Examples (10)
 - Digital Brand Guidelines via Corebook or other desired DAM
 - Digital Asset Management :: Audit & Organization
 - Website Redesign
- Additional Costs, not included
 - Copywriting for Experience & Product Narratives
 - Travel costs to be scoped separately

Phase Three

Brand Activation, Implementation & Launch

- Campaign Development & Activation
 - Campaign Strategy & Messaging
 - Campaign Concepting & Development
 - Campaign Activation & Asset Production
- Visual Storytelling Strategy
 - Photo & Video Strategy Development
 - Production Framework Development
 - Production Scoping
 - Ongoing Content Roadmap
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 - Partner Implementation
- Asset-Based Pricing Reference (not included in summary price)
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 - Environmental & Signage
 - Icons
 - Illustrations
 - Patterns/Textures
 - Merchandise
 - Single-Page Document/Collateral Conversion
 - Multi-Page document or Presentation
 - Note: All asset types will be scoped with flexibility to meet MOT’s rollout needs without over committing to fixed quantities

BEFORE WE GO

ASK YOURSELF

What are you most eager to rediscover in Moab?

What does a win-win future look like for Moab?



MORE QUESTIONS? WE WILL MAKE OURSELVES AVAILABLE.

LISA WOLF

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GRESSA DOTY

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ANNE VASCHETTO

GROUP CREATIVE DIRECTOR
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937.671.2451



INITIAL PROPOSAL

OUR APPROACH

Cost Proposal Summary

Phase One

- › **Project Planning & Kickoff**
- Project Kickoff

• Research Consultation
- › **Preliminary Research**
- Research & Insights Assessment

• Tourism & Brand Performance Review

• Brand & Market Positioning Analysis

• Industry Trends & Best Practices

• Opportunity Identification

• Regional Partnership Assessment

• Brand Audit & Gap Analysis

• Competitive & Exemplar Audit (6)

• Leadership & Government Interviews (5)

• Industry Stakeholder Interviews (5)

• Community Voice Integration Plan

• Custom AI GPT Focus Group + 6-month access
- › **Additional Costs, not included**
- Consumer Surveys (\$12,500 per survey)

• Additional Qualitative Interviews (\$1,500 per interview)

• Continued AI GPT Focus Group Access (\$1,500 per quarter)

• Travel costs to be scoped separately

\$72,500

2–3 Months

PAYMENT TERMS

- 50% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Phase Two

- › **Strategic Positioning**
- 2-day on-site Strategic Immersion

• Business, Brand Strategy & Positioning
- › **Verbal Identity**
- 1-day on-site Messaging Immersion

• Messaging Framework (7)

• Tone of Voice Development

• Tagline Development

• Core Brand Narrative

• Seasonal Messaging & Storylines
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- 1-day on-site Architecture Immersion

• Verbal and Visual Architecture Framework
- › **Creative Development**
- Visual Identity Development & Finalization

» Visual Execution Examples (10)

• Digital Brand Guidelines via Corebook or other desired DAM

• Digital Asset Management :: Audit & Organization

• Website Redesign
- › **Additional Costs, not included**
- Copywriting for Experience & Product Narratives (.80c per word)

• Travel costs to be scoped separately

\$394,500

4–5 Months

PAYMENT TERMS

- 20% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Phase Three

- › **Campaign Development & Activation**
- Campaign Strategy & Messaging

• Campaign Concepting & Development

• Campaign Activation & Asset Production
- › **Visual Storytelling Strategy**
- Photo & Video Strategy Development

• Production Framework Development

• Production Scoping

• Ongoing Content Roadmap
- › **Local Partnerships Implementation**
- Local Network Assessment

• Partner Implementation
- › **Asset-Based Pricing Reference (not included in summary price)**
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• 10 Slide Presentation Slide Deck (\$15,000 per)

• Digital Ads & Social Media Templates (\$1,500 per)

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• Icons (\$500 per)

• Illustrations (\$2,500 per)

• Patterns/Textures (\$1,000 per)

• Merchandise (\$1,000 per)

• Single-Page Document/Collateral Conversion (\$200 per)

• Multi-Page document or Presentation (\$50 per page)

» Note: All asset types will be scoped with flexibility to meet MOT's rollout needs without over committing to fixed quantities

\$147,500

7–8 Months

PAYMENT TERMS

- 30% due at the time of signing. Remaining fees distributed in equal monthly installments over the project's duration.

Materials Audit & Research Assessment

Evaluate Moab's existing tourism assets, research, and brand materials to identify performance gaps, insight needs, and strategic opportunities.

KEY DELIVERABLE(S)

- › **Project Kickoff**
 - 60-minute onboarding meeting with your project leads
 - Immerse ourselves into the logistics of the project to ensure that both the Moxie Sozo and Moab Office of Tourism (MOT) teams are aligned on deliverables and a shared vision for success
- › **Research Consultation**
 - 60-minute working session to confirm methodology, review available inputs and align on metrics of success
 - Identify early knowledge gaps to guide deeper research needs and deliverables in later stages
- › **Research & Insights Assessment**
 - Review existing research and data provided by MOT and partners
 - Evaluate for recency, relevance, and gaps; determine what additional insights may be needed to inform brand and strategy
- › **Tourism & Brand Performance Review**
 - Assess provided data: visitation trends, tax collection, audience segmentation, and seasonal behaviors
 - Evaluate historical brand and marketing performance across paid, owned, and earned channels
- › **Brand Audit & Gap Analysis**
 - Comprehensive audit of brand principles, assets, messaging, and visual identity across website, social, collateral, and campaigns
 - Identify areas of strength, inconsistency, and opportunity; outline preliminary recommendations to inform future brand work
- › **Consumer Survey (optional, if needed)**
 - Scope a quick-turn survey to validate assumptions and deepen understanding of locals and visitors

Competitive Intelligence & Market Analysis

Clarify Moab's position through competitive analysis and adjacent inspiration to inform brand differentiation.

KEY DELIVERABLE(S)

- › **Competitive & Exemplar Audit**
 - Supplement current competitor research by analyzing up to four (4) additional key competitors of Moab and up to two (2) exemplar destinations identified post-research assessment
 - Identify strengths, weaknesses, and opportunities for differentiation across brand, consumer, and marketing strategies
- › **Brand & Market Positioning Analysis**
 - Evaluate the existing research on how peer destinations position their brands, speak to target audiences, and create differentiated experiences
 - Inform Moab's verbal and visual positioing through actionable insight
- › **Industry Trends & Best Practices**
 - Synthesize emerging travel trends, visitor behavior shifts, and branding strategies from provided relevant case studies
 - Identify opportunities for innovation in Moab's tourism and brand ecosystem
- › **Opportunity Identification**
 - White-space assessment in underserved audience segments
 - Preliminary review of opportunitiy areas including destination weddings, film tourism, off-season campaigns, and extended stay models to further inform brand architecture in phase two

Stakeholder Engagement & Community Insights

Ensure Moab's future brand reflects the values and lived experiences of those who sustain it.

KEY DELIVERABLE(S)

- › **Leadership & Government Interviews**
 - In-depth interviews with up to five (5) government or board leaders
 - Discuss economic priorities, infrastructure considerations, and policy alignment
- › **Industry Stakeholder Interviews**
 - Facilitate interviews with up to five (5) key business stakeholders
 - Evaluate visitor service gaps, workforce needs, and tourism-facing brand challenges
- › **Community Voice Integration**
 - Design a research approach to capture resident sentiment and local perspectives (e.g. surveys, intercepts, or focus groups) to be scoped post-audit
 - Designed to build brand trust and ensure local values are represented in strategy
- › **Custom AI GPT Focus Group**
 - Deploy a custom-trained GPT model to simulate consumer feedback and explore positioning, messaging, or concepts throughout the engagement
 - Includes initial 6-month license, brand-trained psychographic personas, prompt library, and monthly fine-tuning
 - A scalable tool to pressure-test ideas across diverse audience mindsets—ideal for small teams seeking broader perspective
- › **Regional Partnership Assessment**
 - Evaluate alignment and opportunities with key regional aprtners
 - Identify synergy opportunities for marketing integration and strategic collaboration

Strategic Positioning

Through an immersive workshop, we will synthesize insights from phase one to build a comprehensive brand strategy that defines Moab's identity, strategic direction, and areas of differentiation.

KEY DELIVERABLE(S)

- › **Strategic Immersion**
 - 2-day onsite strategic workshop in Moab
 - Travel to Moab to present summary and insights of all preliminary research
 - Integrate into the MOT team for facilitated, collaborative sessions with discussions, brainstorm, and activities to develop Moab's strategic foundation
- › **Brand Strategy & Positioning**
 - Robust brand positioning that guides the development of a customized business solution
 - » **Business Case:** What key insight or positioning statement describes the challenge Moxie Sozo will address?
 - » **KBOs & KPIs:** What outcomes define success for this brand, and how will we measure strategic and creative impact over time?
 - » **Business Mission & Vision:** What fundamental purpose drives our organization's actions, and what aspirational future are we striving to create?
 - » **Brand Idea & Pillars (up to 3):** What is Moab's "big idea" that defines it? What pillars and concepts support this idea?
 - » **Brand Values:** What values define Moab and allow it to draw affinity?
 - » **Buyer/Consumer Personas (up to 3):** What are the data-driven demographic, psychographic, and purchase behavior attributes of our target audience(s)?
 - » **Emotional Benefit(s):** What emotional benefit(s) do we fulfill for our persona?
 - » **Functional Benefit(s):** What functional benefit(s) do we fulfill for our persona?
 - » **Custom Brand Archetype:** How does Moab behave in the world?
 - » **Brand Voice:** How does Moab sound in the world?
 - » **Key Messages (up to 3):** How do we prioritize the top-line messages that drive Moab's right-to-win?
 - Articulates the top-line insights that matter most to drive creative problem-solving, and establishes differentiation in the market
- › *Perform up to two (2) rounds of revisions*

Verbal Identity

Define how Moab speaks—with a clear brand voice, strategic messaging, and a narrative structure built for consistency and connection across channels.

KEY DELIVERABLE(S)

- › **Tone of Voice Development**
 - Define a clear, consistent verbal identity that reflects Moab's values and visitor experience that aligns with the overall positioning
 - The voice will be demonstrated through sample content, across primary communications, and refined collaboratively with the Moab team
 - Includes brand voice concept, including core principles and tone guidelines
 - Up to five (5) written sample content pieces to demonstrate the new tone of voice
 - *Up to two (2) rounds of revisions*
- › **Tagline Development**
 - Provide a range of strategic and creative tagline options for Moab to identify a tagline that is memorable, distinctive, relevant, and legally sound
 - Shortlist of up to five (5) taglines with top-level USPTO check and risk assessment
 - *Up to one (1) round of revisions with up to five (5) additional tagline options based on focused feedback*
- › **Messaging Framework**
 - 1-day on-site messaging immersion
 - Develop the story behind Moab, highlighting its unique history, values, or mission to align with consumer interests, needs, and expectations
 - Develop a messaging platform and communication strategy for up to seven (7) focus areas:
 - » Outdoor Adventure Guide
 - » Off-season messaging
 - » Hiking, off-roading, mountain biking, rafting (with difficulty systems)
 - » Film and screen tourism
 - » Destination weddings
 - » Dinosaur history, geology, and ecology
 - » Places to go, things to do, where to stay, restaurants
 - This framework will define message hierarchy, campaign themes, and strategic storylines crafted to resonate with key audiences, spark emotional alignment, and guide communications across channels

Resonant Narratives & Content Strategy

Craft emotionally resonant, place-based storytelling that brings the brand to life across Moab's core content areas—grounded in strategy, designed to connect, and built for clarity across platforms.

KEY DELIVERABLE(S)

- › **Core Brand Narrative**
 - Author a central brand story that weaves together Moab's heritage, values, and future vision
 - Serves as the throughline for content across seasonal messaging, guides, and campaign work
- › **Experience & Product Narratives**
 - Copywriting for up to seven (7) branded content sections aligned to Moab's core brand experiences:
 - » Outdoor Adventure Guide
 - » Hiking, Off-roading, Mountain Biking, Rafting content with comprehensive difficulty classification systems and accompanying safety guidelines, equipment recommendations, and skill-level appropriate itineraries
 - » Film and Screen Tourism
 - » Destination Weddings
 - » Dinosaur history, geology, and ecology
 - » Seasonal Campaigns (off-season and high season)
 - » Places to go, things to do, where to stay, restaurants content
 - Film and destination wedding content will include market analysis insights from Phase One research, strategic positioning recommendations, and promotional narrative development to support Moab's growth in these emerging sectors
 - Content will include emotionally engaging intros, insider tips, and storytelling framed for guides, campaigns, or activation content. All content will be aligned to Moab's tone of voice and audience strategy
 - Copywriting to be scoped separately
- › **Seasonal Messaging & Storylines**
 - Establish content themes and narrative hooks for year-round campaigns
 - Tailored to audience mindsets and regional visitation patterns

Product Architecture

Develop a strategic framework that organizes Moab's existing tourism products and identifies opportunities for new product development and innovation, as outlined. This includes evaluating current offerings across outdoor recreation, cultural experiences, and seasonal programming to recommend strategic additions and improvements.

KEY DELIVERABLE(S)

- Brand Architecture Framework
 - 1-day in-person architecture immersion
 - Brand Architecture Verbal Framework with Visualization
 - Assess the existing portfolio of tourism products, experiences, and campaigns to identify strengths, gaps, overlaps, and opportunities for optimization
 - Examine seasonal dynamics, market categories, and competitive brand structures, informed by research conducted in Phase One
 - Clarify the role and positioning of each product or experience within the portfolio, with attention to off-season, screen tourism, weddings, outdoor rec, and cultural heritage assets
 - Identify verbal and visual unifiers or intentional differentiators to guide future category and product development
 - Visualize the brand architecture in up to five (5) key applications (e.g., website homepage, campaign collateral, itineraries) to illustrate real-world strategic implications
 - Perform up to two (2) rounds of revisions to the product architecture framework

Creative Development

Creation of Moab Office of Tourism's visual identity system through a range of concepts within a variety of territories.

KEY DELIVERABLE(S)

- Concept Development
 - Up to three (3) conceptual directions exploring a range of executions
 - Each concept will include a variety of assets to clearly define the direction and how it embodies the brand's positioning
 - Mood Board to define Styles and Parallels
 - Logo and Visual Identity System (VIS)
 - Initial Typographic System
 - Initial Color System
 - Initial Brand World Explorations
- Concept Refinement
 - Select up to two (2) conceptual directions to be refined into a fully-rendered visual identity and packaging design system
 - Visual Identity System (VIS) expanded to include
 - Primary and Secondary Logos
 - Color System and Usage
 - Typography System and Hierarchy
 - Brand and Lifestyle Photography Direction
 - Expanded Graphic Elements (e.g. illustrations, patterns, icons)
 - Up to ten (10) Visual Executions (e.g. digital, social, merchandise, print, OOH, etc.)
 - Up to two (2) rounds of revisions
 - Incorporates structured feedback from key stakeholders and community members, along with simulated input via our custom GPT focus group, to ensure the refined identity reflects Moab's values and resonates across diverse audience mindsets
- Concept Finalization
 - Based on feedback, make the final adjustments necessary to establish the approved design system that will inform the look and feel of the brand's additional creative executions
 - Final logo kit and visual assets, executions, and direction provided as working files
 - Final Visual Identity System (VIS)
 - Up to two (2) rounds of revisions

Guidelines & Website

Bring the brand to life across digital platforms and touchpoints through clear guidelines, asset organization, and a refreshed web presence.

KEY DELIVERABLE(S)

- Brand Guidelines :: Digital
 - Create a digital portal to house all brand assets and articulate the core strategic and creative principles of the brand, guiding consistency across campaign, activations, and future extensions
 - Brand guidelines portal setup and management via Corebook (or alternative DAM system), housing all brand assets and documentation for consistent use and future scalability
 - Brand Strategy and Positioning
 - Messaging Framework
 - Brand Architecture
 - Logo Guidelines, Variations, and Usage Standards
 - Color Palette Guidelines, Expansion, and Combination Standards
 - Typography and Hierarchy Standards
 - Brand and Lifestyle Photography Guidelines
 - Graphic Element Library and Usage (illustrations, patterns, icons, etc.)
 - Visual Asset Executions (e.g. digital, social, merchandise, print, etc.)
- Digital Asset Management :: Audit & Organization
 - Evaluate the current state of Moab's creative asset libraries to streamline access, ensure consistency, and retire outdated or off-brand materials
 - Creative asset audit and retirement plan
 - Consolidated and reorganized asset library
 - New folder structure and tagging system for intuitive navigation
 - Asset migration support to Corebook or Moab's preferred DAM platform
 - Ongoing recommendations to maintain asset integrity and scalability
- Website Redesign
 - Audit and evaluate current site content, structure, and creative for alignment with the new brand identity
 - Rewrite and fact-check priority pages to reflect brand voice, positioning, and updated offerings
 - Provide up to two (2) design directions to explore how the brand comes to life in the digital space
 - Apply final design direction across all pages, with guidance and documentation for the Simpleview development team
 - Collaborate with Simpleview to support content implementation, QA, and alignment with the new design

Campaign Development

Establish an evergreen campaign that reflects Moab's brand narrative, with seasonal extensions that drive relevance across key tourism cycles and unify creative, messaging, and content.

KEY DELIVERABLE(S)

- › **Campaign Strategy & Messaging**
 - Develop a strategic framework that aligns campaign goals with audience insights and business objectives
 - Define content strategy by channel to guide engagement across the visitor journey
 - Craft audience-specific messaging for evergreen and seasonal campaigns, reflecting Moab's voice and priorities
- › **Campaign Concepting & Creative Development**
 - Ideate up to three (3) distinct creative concepts with visual and verbal directions and rationales
 - Includes two (2) rounds of revisions for the selected concept
 - Execute final creative production across all approved campaign elements (e.g. digital, print, OOH, and branded content)
 - *Note: Photo and video production to be scoped separately*
- › **Campaign Activation & Asset Production**
 - Produce final art files and rollout-ready assets for all approved placements
 - Includes copywriting, layout, and formatting for digital, social, print, and physical channels
 - Provide implementation guidance and file delivery in collaboration with Moab's media agency
 - *Note: Media planning and buying not included; will be done in partnership with MOT and the Media Agency*

Brand Rollout Assets

Extend the brand identity across Moab's core owned platforms and communication tools with production-ready assets and templates designed for ongoing use.

KEY DELIVERABLE(S)

- › **Brand Assets & Templates**
 - Design and deliver production-ready files for core brand assets (e.g. social templates, digital ads, etc)
 - Presentation slide decks (up to 10 slides)
 - » Built in platform-specific programs (e.g. Keynote, Google Slides, Adobe) for client use
 - Convert documents and collateral with the new brand identity (e.g. visitor guides, itineraries, FAQs, etc.), to be scoped separately based on quantity
 - Deliver updated, ready-to-use marketing and business materials in both print and digital formats
 - *Includes up to two (2) rounds of revisions per asset*
- › **Graphic Elements Development**
 - Expand the brand's visual toolbox with icons, illustrations, and patterns/textures
 - Ensure all assets are style-aligned, scalable, and adaptable across formats
 - *Up to two (2) rounds of revisions per document*
- › **Partner Collaboration**
 - We'll work closely with Moab Office of Tourism's media and PR agencies to ensure all brand assets, campaigns, and communications align, support, and amplify each other across earned and paid channels.

Physical Touchpoints

Bring the brand to life across Moab's real-world spaces and stakeholder-facing materials with design intent and scalable creative exeuction.

KEY DELIVERABLE(S)

- › **Environmental & Signage Applications**
 - Design branded event or environmental graphics (e.g. signage, kiosks, maps, visitor center assets)
 - Apply brand identity across various scales and use cases
 - Provide final production-ready files and specs for partner implementation
 - Includes coordination of specs and up to two (2) rounds of revisions
- › **Print & Physical Touchpoints**
 - Develop print collateral pieces and merchandise or swag assets
 - Includes things like maps, postcards, trail signage, and giveaway items
 - Deliver print-ready files with layout guidance for various formats
- › **Stakeholder & Community Materials**
 - Develop presentation decks, briefing documents, or materials for internal and community-facing use
 - Includes pitch decks, reports, onboarding documents, and informational one-pagers
 - *Up to two (2) rounds of revisions per deliverable*
- › **Asset Quantity Scoping Clarification**
 - Quantity of all assets, presentation decks, templates, graphic elements, evironmental signage, print, and physical touchpoints to be scoped separately in collaboration with Moab Office of Tourism

Production Strategy

Establish a strategic framework for authentic visual storytelling that will be scoped and produced following brand development and in tandem with Phase Three.

KEY DELIVERABLE(S)

- Photography & Video Strategy Development
 - Strategic photography and videography brief aligned with final brand positioning and messaging framework
 - Seasonal content calendar identifying key capture moments and tourism cycles
 - Content strategy by channel to guide engagement across the visitor journey
 - Visual storytelling framework that reflects community values and authentic Moab experiences
- Production Framework Development
 - Shotlist templates and creative direction frameworks for consistent brand expression
 - Guidelines for capturing authentic community stories alongside visitor experiences
 - Quality standards and technical specifications for all future content creation
 - NOTE: *Actual photo and video production will be scoped as a separate phase*

Planning & Scoping

Create detailed production roadmap and scoping framework for immediate launch needs and ongoing content generation.

KEY DELIVERABLE(S)

- Initial Production Scoping
 - Following brand finalization, detailed scoping of initial photo/video production needs
 - Production timeline recommendations aligned with campaign launch and seasonal priorities
 - Budget planning for initial production covering key brand launch assets
 - Venue and location scouting recommendations for authentic Moab storytelling
 - Equipment and crew requirements assessment for on-location shoots
- Ongoing Content Roadmap
 - Long-term content production calendar tied to tourism cycles and seasonal messaging
 - Asset refresh schedule to keep visual content current and engaging
 - Content gap analysis and production priority recommendations
 - Scalable production model for sustainable content creation
 - Integration planning with existing Moab media partnership and PR agency collaboration
 - NOTE: *Production scoping will be delivered as a separate proposal following brand development completion, ensuring accurate budgeting and timeline development*

Local Partnerships

Build sustainable local content partnerships to ensure fresh, authentic content is captured that strengthens community connections.

KEY DELIVERABLE(S)

- Local Network Assessment
 - Local photographer and videographer network assessment and partnership recommendations
 - Community storyteller identification and engagement strategy
 - Evaluation of existing local content creators and their alignment with brand values
 - Partnership framework for sustainable, ongoing visual storytelling
 - Recommendations for supporting local creative economy through tourism content needs
- Partnership Implementation
 - Training and onboarding materials for local content creators
 - Brand standards and style guide adaptation for local partners
 - Content creator brief templates and project management frameworks
 - Quality assurance processes that maintain brand consistency while celebrating local perspective
 - Ongoing relationship management recommendations to ensure authentic community representation
 - NOTE: *Local partnerships prioritize community members who understand Moab's authentic character, ensuring content creation strengthens rather than strains local relationships while providing economic opportunities for residents*

CASE STUDIES

CASE STUDY

Visit Bend

Completion Date

New visual identity and website launched November 2023

Project Scope (Retainer)

- › Brand & Competitive Audit
 - › Consumer Segmentation
 - › Strategic Workshops
 - › Voice & Tone
 - › Messaging Framework
 - › Visual Identity System
 - › Digital Brand Guidelines
 - › Visitors Guide Design
- › Website: UX/UI Design
 - › Website: Full-Stack Development
 - › Website: Ongoing Maintenance
 - › Campaign Development
 - › Campaign Messaging
 - › Destination Video Concept & Management
 - › Digital Asset Templates & Extensions
 - › Ongoing Creative Ideation

Project Goal

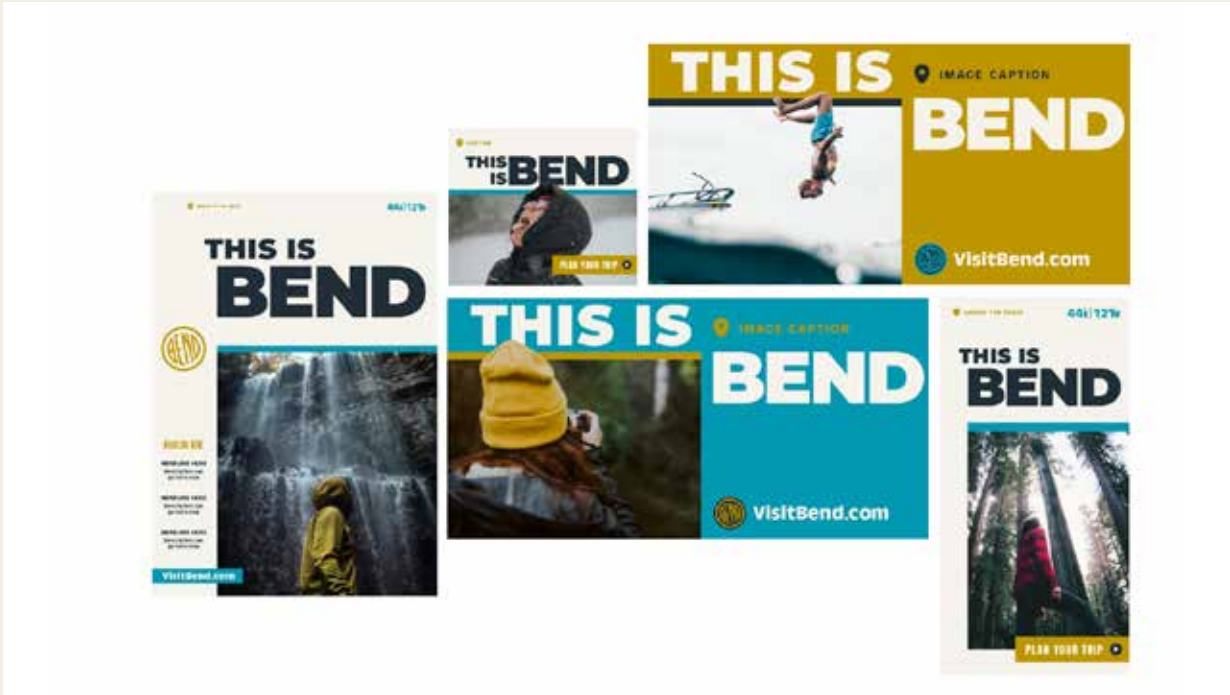
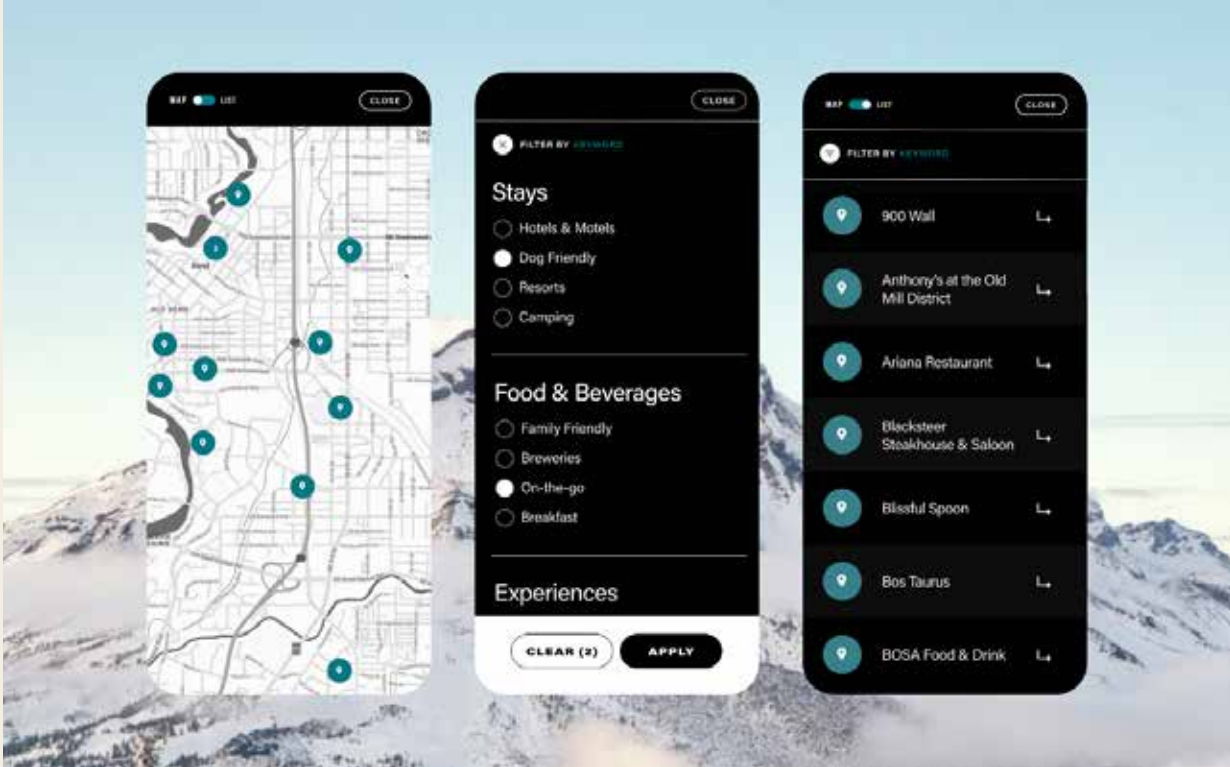
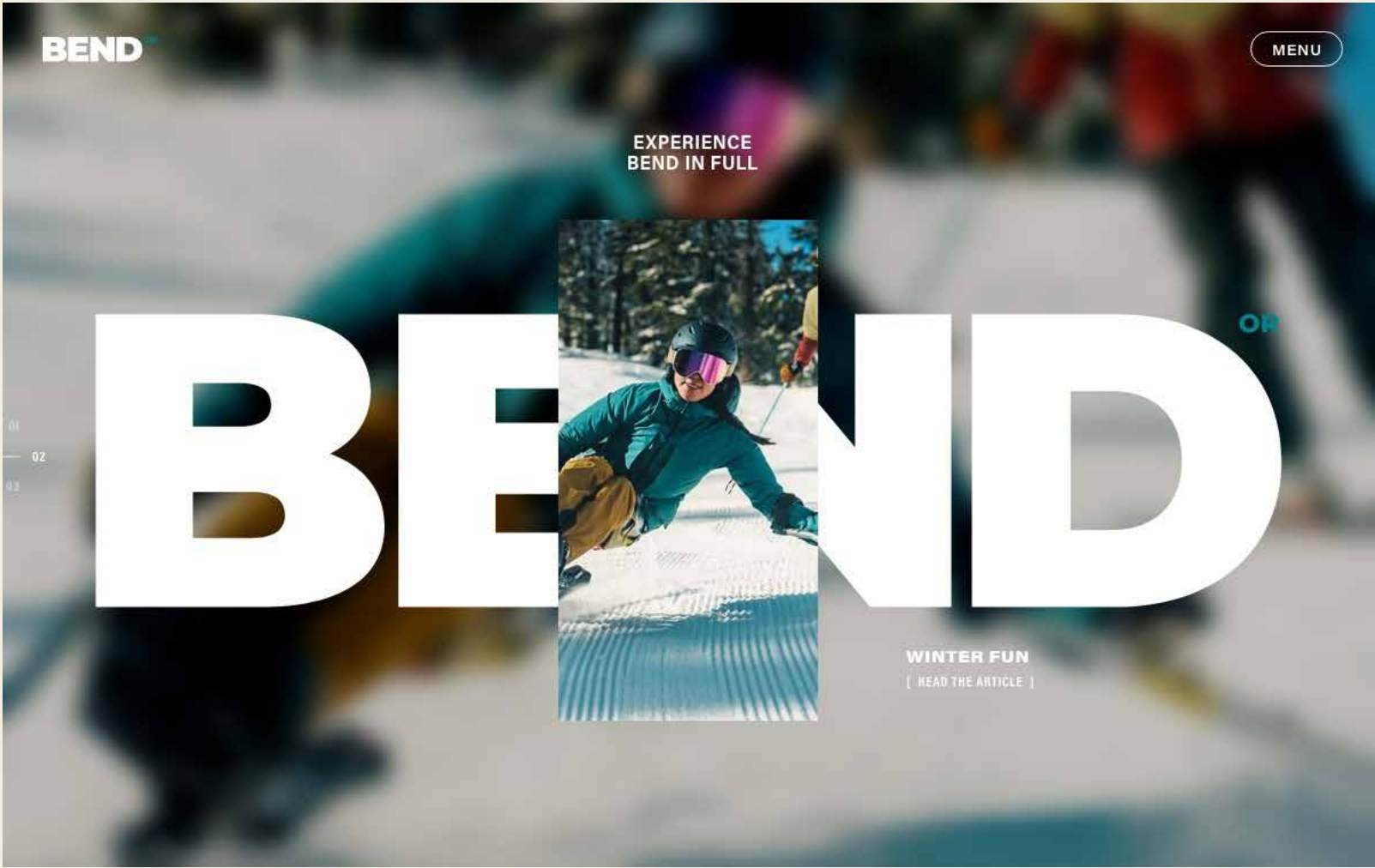
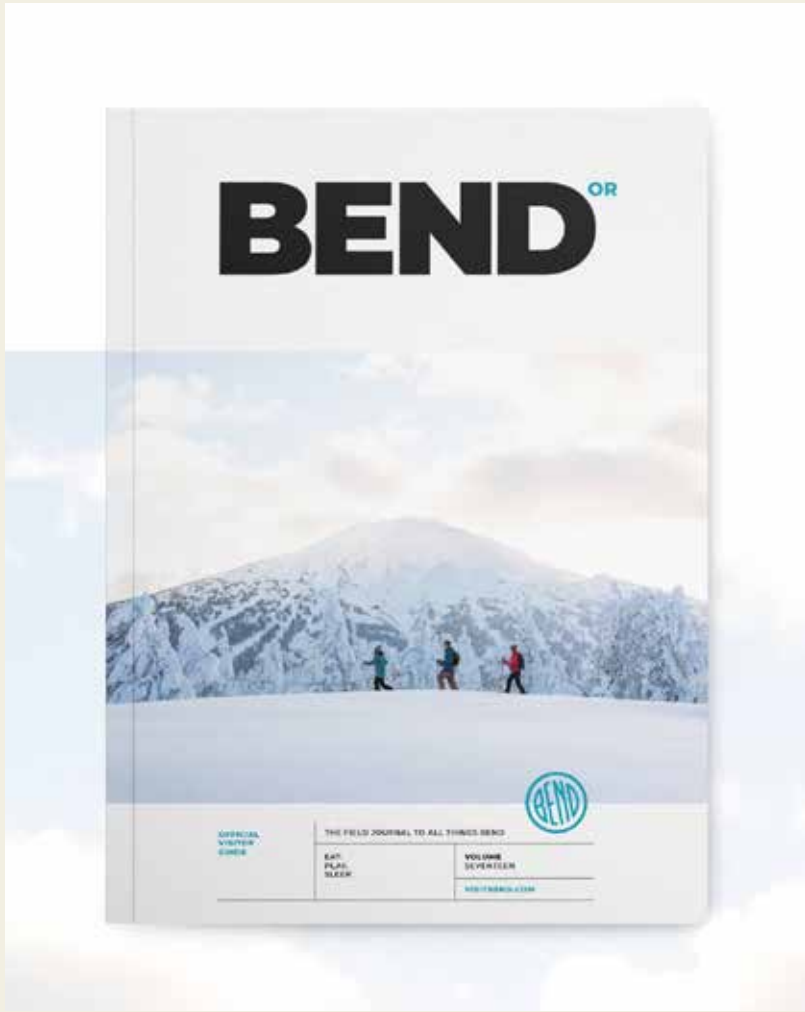
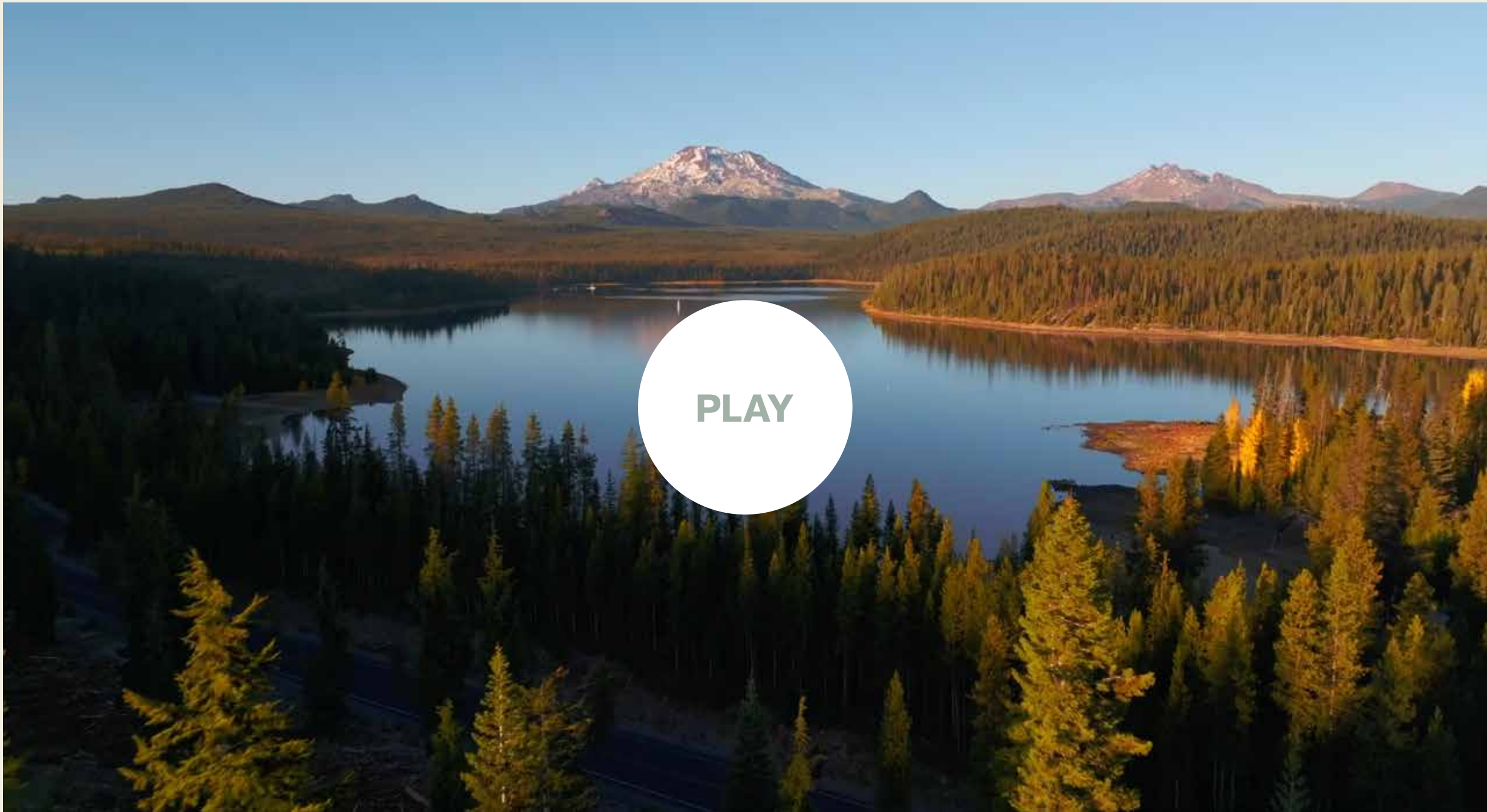
Modernize and set the standard for a DMO's branding and digital presence. Create consistency and develop a rich experience.

Client Reference

Nate Wyeth, SVP Strategy
nate@visitbend.com
+1 (541) 639-2448



Visit Bend



RESULTS

- 112% Increase in Web Traffic
- 13% Increase in Visitor Spending
- 8% Increase in Lodging Tax Collections
- 3% Increase in Hotel Occupancy
- 26% Improvement in Site Performance
- Numbers Outpace Key Competitors

LINKS

- [View Website](#)
- [View Brand Guide](#)
- [View Destination Video](#)
- [View Presentations](#)

CASE STUDY

City of Seaside (Oregon)

Completion Date

Evolved visual identity and website launched March 2025

Project Scope

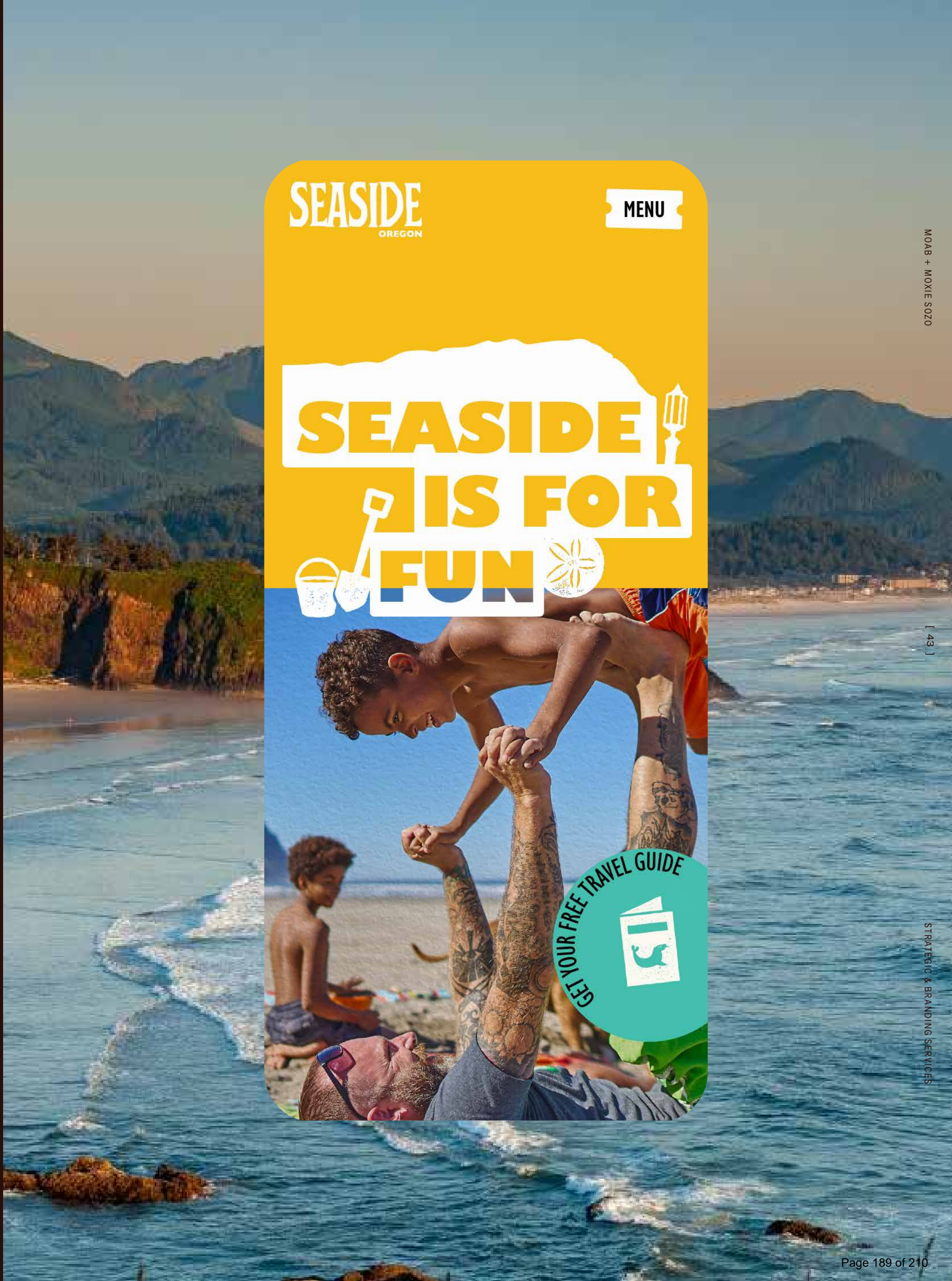
- › Brand & Competitive Audit
- › Strategic Workshops
- › Evolved Visual Identity System
- › Website: UX/UI Design
- › Website: Full-Stack Development
- › Website: Ongoing Maintenance
- › Digital Asset Templates & Extensions
- › Ongoing Creative Ideation

Project Goal

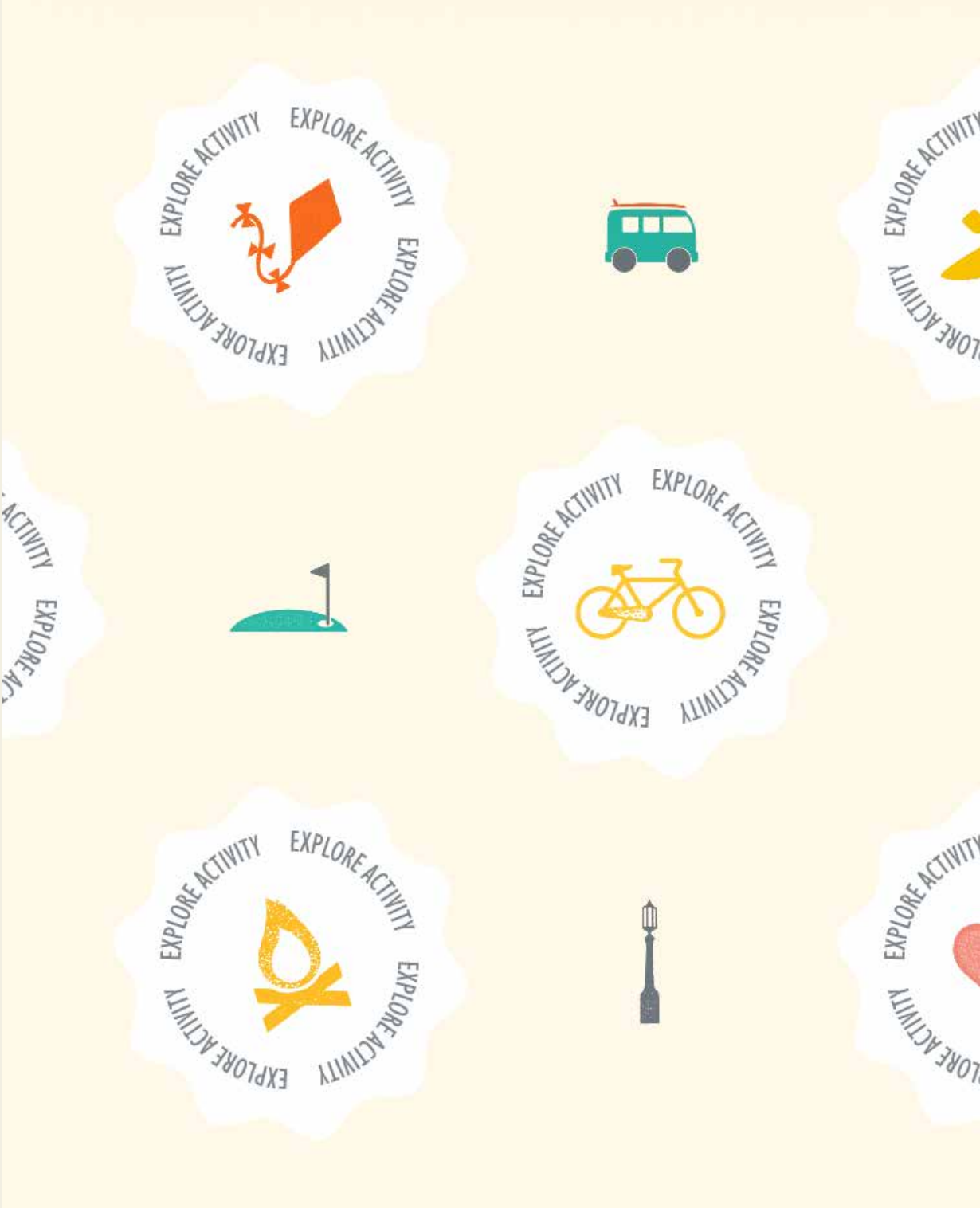
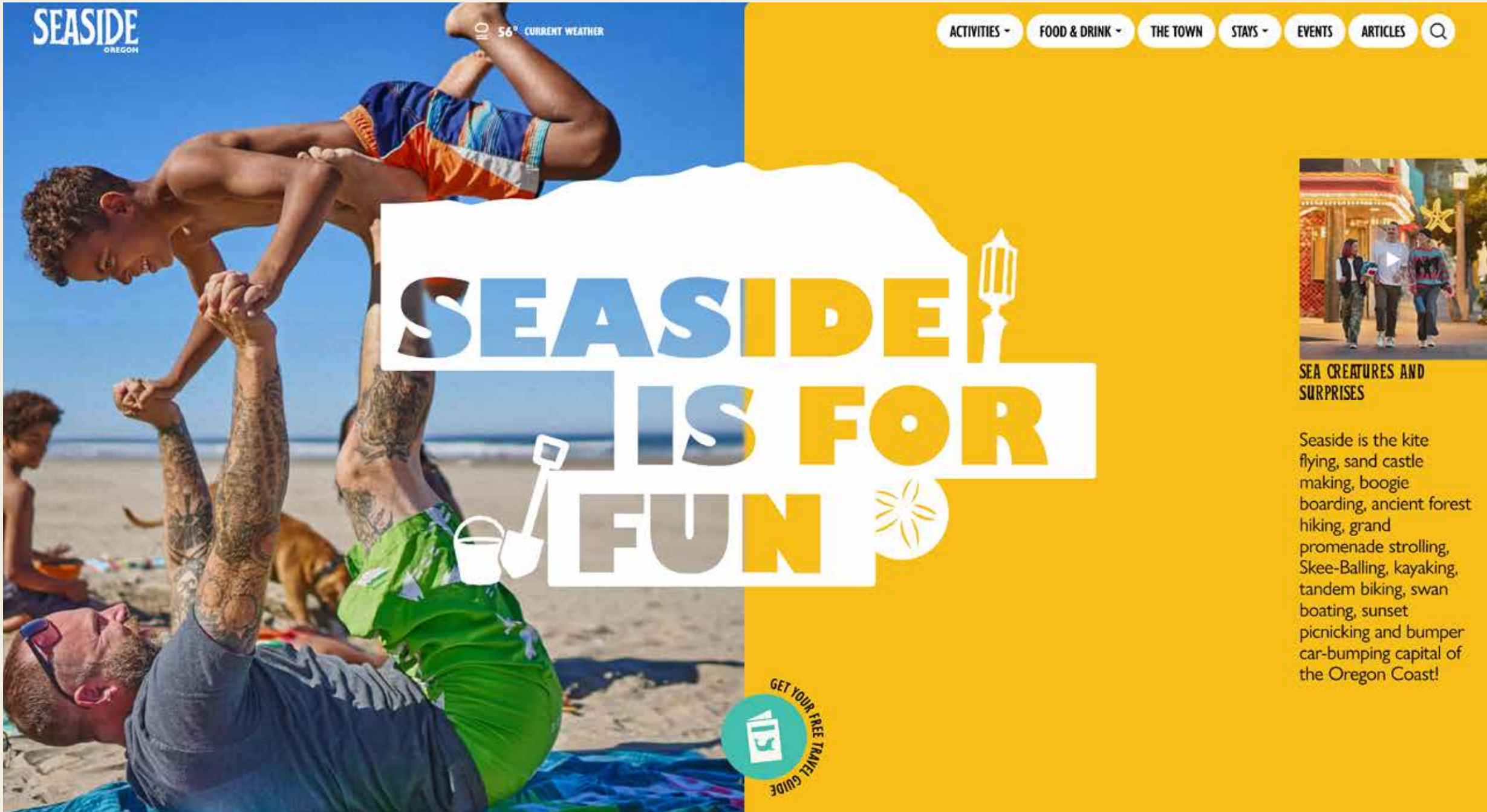
Create more impact and playfulness for the City of Seaside brand and their digital presence to drive tourism.

Client Reference

Joshua Heineman, Director of Tourism Marketing
jheineman@cityofseaside.us
+1 (503) 738-3097



City of Seaside



RESULTS

64% Improvement in Site Performance

30% Increase in Newsletter Signups

6% Increase in Total Web Sessions

4% Increase in Lodging Tax Revenue

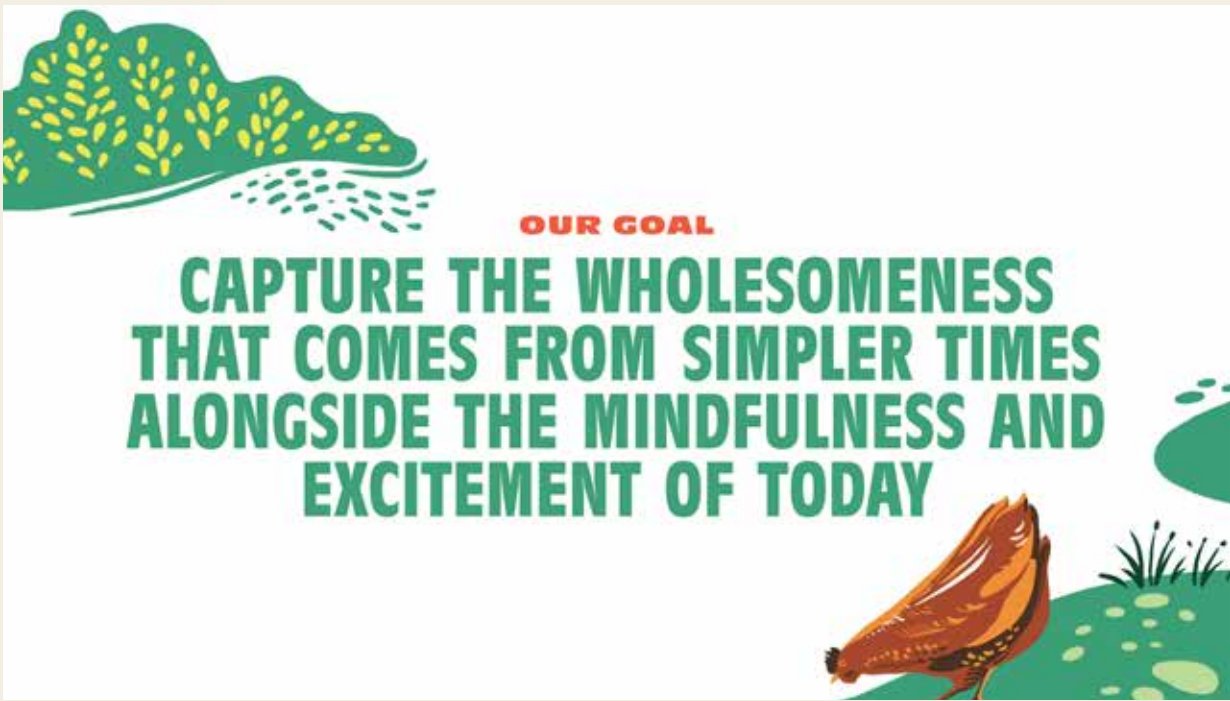
LINKS

[View Website](#)

[View Presentations](#)

CASE STUDY

Organic Valley



RESULTS

- +10% Growth in Sales YoY (Horizon Organic, key competitor, -8% over same time)
- \$100M of Additional Sales
- 2024 Design Effectiveness Award
- 2024 Product of the Year (Eggnog)
- 2023 Product of the Year (Creamers)
- Regained Distribution in Target

LINKS

- [View Website](#)
- [View Presentations](#)

MOAB

OFFICE OF TOURISM



MOXiE SOZO.

MOT's Global Markets efforts

UOT Sales Missions

UOT FAM trips

UOT Marketing
opt-in

Travel Shows

Madden Media
international
marketing

UOT Sales Missions

On location:

- **United Kingdom** November 17–21, 2025
- **France** March 9–13, 2026
- **China** Late March or early April 2026

Reverse – they come to us:

- **India** October 9–10
- **Germany** December 8–12 (will be in Moab for two of those days)

What on location missions look like

- Combo of individual meetings and group presentations – UOT (Emma Kwanin) creates a presentation with 5–6 slides per destination
- Benelux mission last fall:
 - **Sunday, November 3:** Travel to Nice; delegation briefing from UOT rep; dinner
 - **Monday, November 4:** Trade lunch and presentation with 18 directors and sales specialists from 15 agencies; 1 on 1 chats; tour of Maison du Parc with the regional director
 - **Tuesday, November 5:** Travel to Marseille; trade lunch and presentation with 22 directors and sales specialists from 14 agencies; tour with the director of the Region Sud Office of Tourism; meeting and presentation with Region Sud
 - **Wednesday, November 6:** Tour of Marseille; Travel to Brussels; delegation dinner
 - **Thursday, November 7:** 1 on 1 meetings with 9 Belgian tour operators and media; travel to Amsterdam
 - **Friday, November 8:** Market update from UOT; 1 on 1 meetings with 7 tour operators; break; one on one meetings with 14 tour operators; canal boat tour with tour operators and media
- Benelux mission was attended by UOT, Visit Salt Lake, Garfield County, Cedar City/Brian Head, Grand County, Kanab, and Utah State Parks

What reverse missions look like (India)

October 9:

- 5:00 PM – Arrival in Moab; hotel check-in (MOT booked rooms at the Fairfield)
- 6:00 PM – Local sightseeing/light activity
- 7:00 PM – Welcome dinner with Indian buyers

October 10 – event will be hosted in the MARC Stage Room:

- 7:30 AM – Breakfast
- 8:30 AM – Group introduction (Moab + Indian Buyers)
- 9:00 AM – Destination presentation (45 mins) (We'd like to have a local guide present)
- 9:55 AM – Short break
- 10:00 AM – One-on-one meetings with 8 Indian Buyers (10 mins each, 1 min transition)
 - We can invite 6 local & neighbouring partners to join these sessions
- 11:30 AM – Networking lunch (Courtesy of hosting partner)
- 12:30–2:00 PM – Destination Activity or Hotel Site Inspection
- 2:00 PM – Depart for next location

UOT Familiarization trips

Generally, everyone wants to come to Moab!

- We've hosted **seven trips** for **thirty one** travel industry professionals from **eleven** countries
 - Germany, France, Canada, Belgium, Netherlands, Luxembourg, Singapore, Malaysia, China, Australia
- **Five** upcoming trips in September with **thirty two** travel industry professionals from **five** countries
 - Belgium, Australia, Germany, Korea, United Kingdom
- We partner with the UOT to pay for hotels and meals, budget dependent



UOT Marketing opt-in

UOT reps develop marketing strategies for the regions and countries they represent. This year, we're opting in to marketing programs in each country offered. The marketing opt-in was approved during the May 13 MTAB meeting.

- **Canada:** nine campaigns
- **Australia/NZ:** ten campaigns, including a virtual sales mission
- **France:** six campaigns, including a travel show and festival
- **Benelux (Belgium, Netherlands, Luxembourg):** five campaigns
- **India:** five campaigns, including a virtual webinar
- **China:** five campaigns, including a travel expo and tourism exhibition
- **Germany:** six campaigns
- **UK + Ireland:** four campaigns

Travel Shows

In partnership with UOT, but we mostly manage these ourselves. In 2025, we've attended/will attend:

- GoWest Summit (January)
- ITB (March)
- IPW (June)
 - Conversations usually started with us asking what the travel agent's Moab product looks like and what they needed from us. We also gave a brief presentation on "what's new" in Moab
- Brand USA TravelWeek (October)
 - Presentation can focus more on itineraries and local suppliers who work with receptive tour operators

Madden Media International Marketing

Separate from UOT!

- Markets: Canada, UK, France, Germany, Ireland and Australia
 - Selected based on GA4 site sessions and time on site while combining our efforts with UOT Global Markets media and trade initiative
- Recommended media investment is \$149,950
- Storytelling & Inspiration (Content)
 - National Geographic, Wanderlust, Visit USA Parks, Dreamscapes Magazine
- Engagement & Retargeting (Social)
 - Meta (FB/IG), Reddit, Partner Extensions (National Geographic, Wanderlust, Visit USA Parks)
- Intent & Conversion: Capture intent travel planners actively researching trips and booking accommodations, using SEM and OTA placements that translate awareness into measurable results
 - Google SEM, Bookings.com

MOAB TOURISM ADVISORY BOARD BYLAWS

Article I – Purpose, Memberships, and Rules

Section 1 – Purpose

The purpose of the Moab Tourism Advisory Board is to provide recommendations concerning the promotion and creation of recreation, tourism and conventions in Grand County and the Canyonlands Region for consideration by the Grand County Commission.

The Moab Tourism Advisory Board develops and submits a recommended marketing budget and plan to the Grand County Commission as requested by the Grand County Commission.

The Moab Tourism Advisory Board attempts to reflect the interests of the County as a whole. The Board will advise the Director as necessary.

The Moab Tourism Advisory Board shall serve as the Tourism Tax Advisory Board advising the County Commission on the best use of revenues collected from TRT and TRCC taxes.

Section 2 – Compliance

The bylaws of the Board of Directors of the Moab Tourism Advisory Board, hereinafter referred to as the “Board”, shall be approved by the Grand County Commission and are intended to comply with current county ordinances dealing with the Travel Council. Should any part of the bylaws be deemed to be in conflict with either the county ordinance or the Utah State statute, the higher authority will prevail.

Section 3 – Memberships

Membership of the Board shall consist of ~~seven~~nine individuals, ~~five~~seven appointed by the Grand County Commission, one member appointed by the City of Moab and one member appointed by the Moab Chamber of Commerce.~~-. Board members shall be appointed to a term of four years. In accordance with Utah State Code 17-31-8, five members of the board shall be current employees of entities in the county that are subject to the taxes and two shall be employees of recreational facilities, convention facilities, museums, cultural attractions, or other tourism related industries located within the county. All board members must be residents of Grand County.~~

Any Board member, including the Chair, may be removed from the Board, or suspended there from by the Grand County Commission at a duly constituted and conducted meeting of the Board of the County Commission. Such suspension or removal may be with or without cause, and the person suspended shall be given an opportunity to be present, and to be heard at the meeting. Sufficient advance notice of the proposed suspension or removal will be given to enable him/her to prepare a suitable response thereto.

The Board can consist of liaisons from within the county. Liaisons will be part of the discussion, but will not have a vote in voting matters. The same requirements that apply to regular Board members will apply to liaisons. The Moab Chamber of Commerce will act as a designated liaison represented by the Director or their assignee.

Section 4 – Meetings

At least one regular scheduled meeting shall be held each month, with the exception of July, when there will be no meeting.

The Board shall conduct official business in open and public meetings. Discussion of business matters should be in compliance with the “open and public meetings law,” with the exception of certain matters

that may be discussed in “closed meetings.” Closed meetings should be limited to discussion as defined in state code.

~~Annual notice~~ Notice of ~~regular~~ public meetings should be noticed according to Utah State Code 52-4 Open and Public Meetings Act as amended ~~printed in the public press with dates, times, and places of meetings specified. If emergency meetings are required, public notice should be made in the most practical manner.~~

Section 5 – Quorum and Voting Majority

In order to act on a motion or to make any decision, the number of voting members (including the Chair) at a meeting must constitute a quorum. A quorum shall constitute the next highest whole number of the voting members divided by two. (A quorum ~~seven-nine~~ voting members is ~~four~~five)

A “majority” of votes cast is required to pass those motions not specified to require a “two-thirds majority.”

A “majority” is defined as the next highest whole number above the quotient of votes cast divided by two.

A “two-thirds majority” is defined as the next highest whole number above the product of the votes cast times the fraction two-thirds (2/3). For example, with seven votes cast, the two-thirds product is the number 4.67, and five votes (the next highest whole number) are required to make a “two-thirds majority.”

Section 6 – Minutes

All public meetings shall be recorded by written minutes of the meeting, to include the following:

1. The date, time and place of the meeting.
2. The names of the members present and absent.
3. The substance of all matters proposed or decided and a record by individual of the votes taken.
4. The names of all citizens who appeared and a summary of their testimonies.
5. All motions and action items.
6. Any other information a member requests to be entered into the minutes.

The minutes of a closed meeting shall conform to state law.

Section 7 – Rules of Order

Meetings shall be conducted under parliamentary procedure, using Robert’s Rules of Order, Revised, as the authority.

Section 8 – Agenda

An agenda shall be prepared by the Director and Chair and furnished to each member at least 24 hours before meeting time. The agenda should show all items in proper order, according to the order of business. The Board must vote a time extension in order to continue beyond the approved time for adjournment.

The agenda officer shall be the Chair, and he/she must approve and authorize any agenda item. Any member may submit an item for consideration on the agenda, if offered in a timely manner and approved by the Chair.

The Board must not act on items not on the agenda; to do so is contrary to the provisions of the law. No action may be taken in a closed meeting.

Section 9 – Order of Business

Meetings are to be presided over by the Chair, or, in his/her absence, the Vice-Chair or other designate. The board should conduct business in the order stated in the agenda unless deviations are approved by the Board to expedite the completion of the agenda. The following guidelines are suggested:

- A. Begin the meeting on time
- B. Distribute copies of previous minutes and other correspondence and reports to the Board as far in advance as possible.
- C. Delegate as much review of work as possible to committees or officers for consideration where appropriate.
- D. Concentrate on board policies, and seek to spend discussion time in proportion to the importance of the issue.
- E. Keep discussion to the point and under control.

When discussion strays, the Chair or presiding officer may call for order, or any member of the Board may call for “a point of order,” which is a privileged motion, to get the discussion back in control.

A meeting cannot be declared adjourned without a motion and a second.

Section 10 – Role of the Chair

The Chair, or his/her substitute, is to preside over meetings and to do the following:

- A. Encourage discussion.
- B. Receive motions that are in order, or if out of order, suggest when the motions might be appropriate.
- C. Restate motions.
- D. Suggest motions.
- E. Keep order.
- F. Call for the vote on any motion.
- G. Adhere to the order of the business.
- H. Call for committee and other reports.

The Chair should require that Board members address the Chair when making motions or seeking recognition to engage in discussion. The Chair may rule any motion out of order or may refuse to consider any motion. To appeal an adverse decision of the Chair, any member may call for an “appeal from the decision of the Chair”. A majority vote is required to overrule the Chair.

The Chair may, if hearing no objection, declare minutes or other motions passed or approved by unanimous consent.

Article II – Duties of the Board

Section 1 – Officers of the Board

The Board shall nominate and elect officers of the Board each January at the first meeting after new appointments to the Board are in effect. Elected offices shall include a Chair and a Vice-Chair. To be elected, an officer must receive a majority of the votes cast. Terms of office are one year. Appointed City of Moab and Chamber of Commerce representatives shall not be eligible for Chair or Vice-Chair. If an office becomes vacant during the year, the Board may elect a replacement to serve the remainder of the term.

Section 2 – Duties of the Chair

In addition to the Chair's duties in presiding over meetings (Article 1, Section 10), the Chair shall:

- A. Conduct an orientation session for all new Board members during the first month of their appointment.
- B. Appoint committees as needed.
- C. Attend County Commission meetings when needed.
- D. Act as liaison with other community boards and interests and assign Board members to serve on these boards as necessary.
- E. Enforce the Bylaws of the Moab Tourism Advisory Board.
- F. Represent the policies established by the Grand County Commission.
- G. Act as spokesperson to the County Commission on critical issues.

Section 3 – Duties of the Vice-Chair

The Vice-Chair shall:

- A. Stand in the stead of the Chair when needed.
- B. Assist the Chair in all ways possible.
- C. Act as Chair when the Chair is absent or when he delegates that authority.

Section 4 – Duties of Members of the Board

Members of the Board shall:

- A. Accept committee Assignments.
- B. Avoid major conflicts of interest by abstention from the vote on any motions that would involve direct financial payment or contractual relations between the Moab Office of Tourism and a Board Member (or member of his immediate family), or between the Moab Office of Tourism and any corporation or business in which he or she is an employee or functionary.
- C. Give advice to the Moab Office of Tourism Director concerning expenditure of TRT & TRCC funds for advertising and marketing as approved by the County Commission
- D. Establish marketing strategies and advise the Moab Office of Tourism Director on how to carry out those strategies.

Members of the Board shall not, as individuals, direct the appointment to or removal from office any employee, nor interfere with the duties or performance of any county employee including the Executive Director.

Except when acting on Moab Office of Tourism business in a regular Board meeting or as a member of an authorized committee, Board members have no privileges beyond those of other citizens to records, materials, or brochures that belong to the Moab Office of Tourism.

To remain in good standing, Board members must attend regularly scheduled meetings in compliance with the following guidelines:

- A. A Board member that is absent for more than three (3) of the regular scheduled meetings in a year, without being excused for official County or Moab Office of Tourism business, will be automatically dismissed from the Moab Tourism Advisory Board. Meetings that are changed or rescheduled after the official dates have been posted for the year do not apply towards attendance requirements.
- B. If a Board member has attended two committee meetings, as a committee member, this would excuse one (1) absence from the regularly scheduled meetings, which is a privilege that could be taken advantage of only one time per year, per member.
- C. A Board Member may attend a regularly scheduled meeting via electronic means in accordance

with Grand County Resolution #2944 and by notifying the Moab Office of Tourism Staff at least 2 hours prior to the meeting in question, which would also allow the Member the ability to garner the necessary information for the Board Member to use to call in. This will be affective only if there is a quorum present at the anchor location.

- D. A Board member must be present at each meeting through at least three quarters of the scheduled agenda to constitute a presence.
- E. A dismissed Board member remains eligible to apply for a Board vacancy.

Section 5 – Duties of the Tourism Tax Advisory Board

Members of the Board Shall:

- A. Advise the County Commission on the best use of revenues collected from:
 - a. The Transient Room Tax.
 - b. The tourism, recreation, cultural and convention facilities tax.
- B. The Tourism Tax Advisory Board shall, in conjunction with the Moab Office of Tourism Director, prepare an annual budget for promotion of recreation, tourism, and conventions and shall submit said budget to the County Commission for approval as requested by the Grand County Commission.

Article III – Operating Procedures

Section 1 – Personnel Policies and Procedures

Moab Office of Tourism employees are county employees and answer to the Director, who is their immediate supervisor. Board members should not be involved in the daily operations of the Moab Office of Tourism and are prohibited from directing any Moab Office of Tourism employees.

The current version of the county Personnel and Procedures manual shall be used to govern the wage rates, vacations, retirement plans, and other fringe benefits of all Moab Office of Tourism employees.

Section 2 – Travel

Travel for Moab Office of Tourism business by Board members must have prior approval of the Board, normally at a regular meeting. In case travel needs arise unexpectedly, approval may be made by a majority of the voting members of the Board. The use of “Travel Authorization Form(s)” showing mileage, purpose and anticipated expense is recommended. All reimbursable expenses must be documented on an expense-account form and approved by the Board for reimbursement. Grand County policies with respect to travel shall apply.

Section 3 – Purchases

County policies and state statute must be followed with respect to bidding requirements and the purchase of capital equipment and large expense items. Purchases and awards should be made to the bidder who best meets the requirements of the bid request. Local vendors should be favored whenever possible when not to the disadvantage of the Moab Office of Tourism.

Article IV – Financial

Section 1 – Purpose

Due to a provision of law, Grand County, annually, through public hearing, sets both the revenue and expense for the Moab Office of Tourism Department as part of the county budget. For the purpose of annual promotional planning and financial control, a recommended budget shall be prepared and

submitted to the Grand County Commission for approval at least annually and revised periodically.

The budget submitted for approval should be consistent with county procedures. It should be prepared by the Executive Director with input from the Advisory Board and should contain the following provisions:

Revenue by source

Expense by category, such as Administration, Promotion, etc...

Promotional budgets may be broken down further as to advertising, publications, and brochures, and reasonable efforts should be made to evaluate the effectiveness of such expenditures.

The Grand County Clerk/Auditor is charged with maintenance of internal control and with record keeping requirements of the law.

Article V – Bylaws Revision

Section 1 – Suspension of the Rules

In the event of unforeseen circumstances that render these Bylaws encumbering, the Bylaws of the Moab Tourism Advisory Board may be suspended as provided for in Roberts Rules of Order, Revised.

Section 2 – Revision

Revisions of the Bylaws must be approved by the Grand County Commission.

Grand County Utah 2026 Transient Room Tax (TRT) Funding Application
(inclusive of HB 456 changes to TRT legislation beginning July 1, 2025)

Date: _____

Your Name and Title: _____

Department or organization within Grand County requesting 2026 TRT funding:

Applying for:

- ☐ **3 (a)** establishing and promoting: (i) tourism, (ii) recreation, (iii) film production, or (iv) conventions.
- ☐ **3 (b)** to pay for tourism or recreation-related facilities in the county, including acquiring, leasing, constructing, furnishing, maintaining or operating: (i) convention meeting rooms, (ii) exhibit halls, (iii) visitor information centers, (iv) museums, (v) sports and recreation facilities including practice fields, stadiums, (and) arenas, and trails, (vi) related facilities, (vii) if a national park is located within or partially within the county's boundaries, the following on any route to a recreation destination within the county as designated by the county legislative body: (A) transit service, including shuttle service, and (B) parking infrastructure, and (viii) an airport, if: (A) the county is a county of the fourth, fifth, or sixth class; and (B) the county is the airport operator of the airport.
- ☐ **3 (c)** for the purpose of acquiring land, leasing land, or making payments for construction or infrastructure improvements required for or related to the (purposes) facilities listed in Subsection 3 (b)
- ☐ **3 (d)** to pay for mitigation costs, specifically: (i) solid waste disposal operations, (ii) emergency medical services, (iii) search and rescue activities, (iv) law enforcement activities, and (v) road repair and upgrade of: (A) class B roads, as defined in Section 72-3-103, (B) class C roads, as defined in Section 72-3-104; or (C) class D roads, as defined in section 72-3-105

Definitions:

- (a) "Airport" means the same as that term is defined in Section 72-10-102
- (b) "Airport operator" means the same as that term is defined in Section 72-10-102
- (c) "Establishing and promoting" means an activity or related expense to encourage, solicit, advertise, or market in order to attract or enhance transient guest spending in a county for a purpose described in Subsection 3 (a)
- (d) "Mitigation" means activity to address the direct impacts of tourism, recreation related to tourism, or conventions in a county, specifically sanitation and solid waste disposal, emergency medical services, search and rescue services, law enforcement, road repair, and road upgrades.

Amount Requesting for 2026: _____

Did your department or organization receive TRT funding in 2024 or 2025? If yes, please specify amount received and a brief description of how funds were used:

Please describe how requested TRT funds will be used in 2026 (Please specify whether for staffing, program, or other costs with approximate percentages of funds requested for each category):



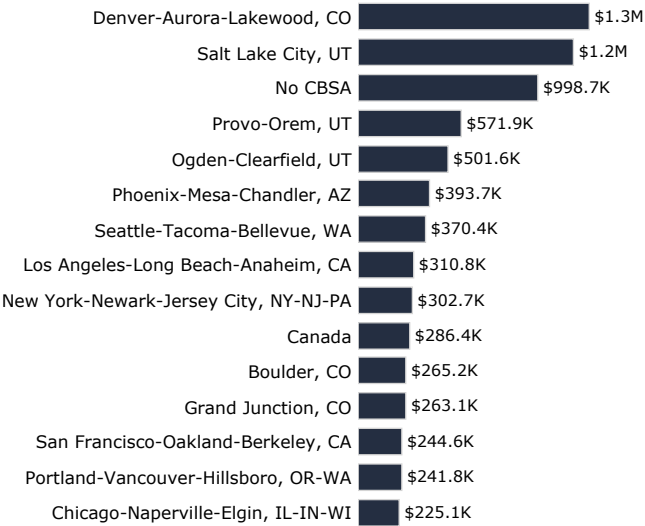
Visitor Type

May 2025

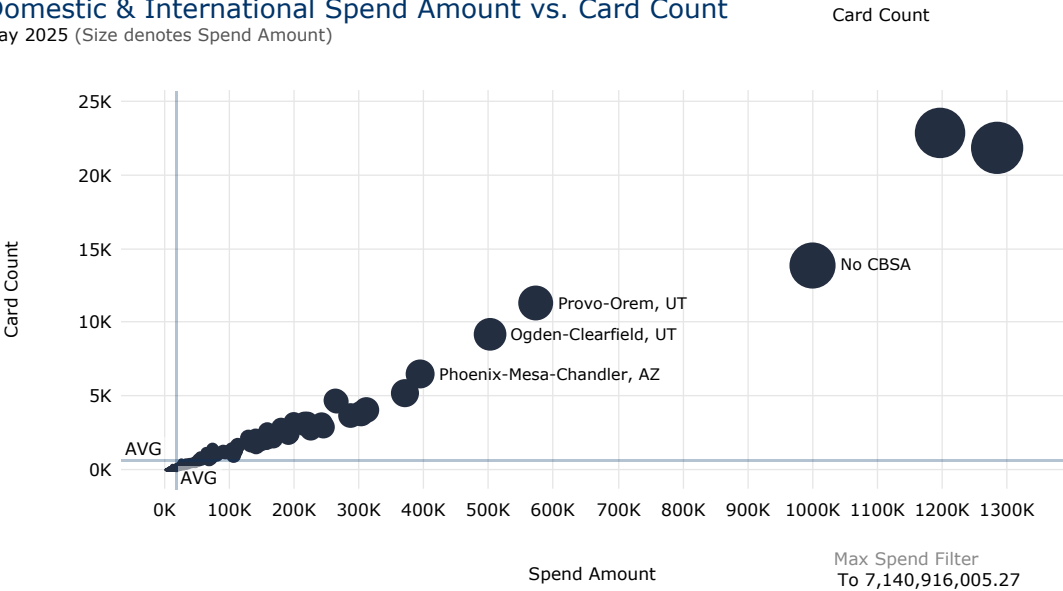


Spend Amount (vs. Previous Year)			Card Count (vs. Previous Year)			Average Ticket (vs. Previous Year)			Spend per Card (vs. Previous Year)			Transaction Count (vs. Previous Year)		
Total	Domestic	International	Total	Domestic	International	Total	Domestic	International	Total	Domestic	International	Total	Domestic	International
\$18.5M	\$17.1M	\$1.4M	246.9K	230.6K	16.4K	\$52	\$52	\$58	\$75	\$74	\$83	354.1K	330.7K	23.4K
↗ +0.8%	↗ +2.2%	↘ -14.3%	↘ -0.2%	↗ +1.3%	↘ -18.0%	↘ -0.5%	↘ -0.6%	↗ +1.9%	↗ +1.0%	↗ +0.8%	↗ +4.5%	↗ +1.3%	↗ +2.8%	↘ -15.9%

Domestic & International Spend Amount by Origin
May 2025 (Click to filter)



Domestic & International Spend Amount vs. Card Count
May 2025 (Size denotes Spend Amount)



Source: Visa Destination Insights (Reported Visa Card user data)



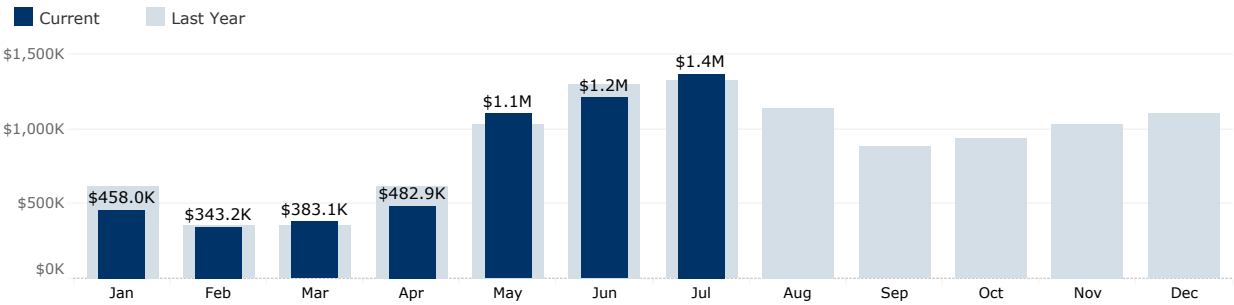
Restaurant Tax \$112.6K +13.1% YOY	Sales Tax \$148.5K +8.2% YOY	Transient Room Tax \$1.1M +1.9% YOY	All \$1.4M +3.4% YOY
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Tourist Tax Collections by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Restaurant Tax	\$58.4K	\$39.9K	\$38.1K	\$55.8K	\$143.8K	\$114.7K	\$112.6K					
Sales Tax	\$97.9K	\$118.6K	\$106.1K	\$99.0K	\$170.3K	\$137.1K	\$148.5K					
Transient Room Tax	\$301.7K	\$184.6K	\$238.9K	\$328.2K	\$791.7K	\$963.4K	\$1.1M					
Total	\$458.0K	\$343.2K	\$383.1K	\$482.9K	\$1.1M	\$1.2M	\$1.4M					

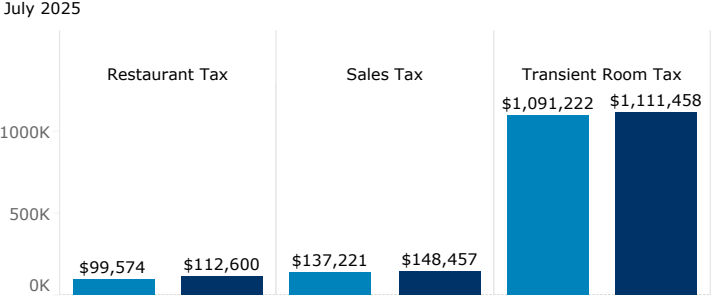
Change vs. Previous Year

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Restaurant Tax	-24.5%	+0.3%	+53.1%	+25.8%	+73.1%	+6.2%	+13.1%					
Sales Tax	-24.1%	-7.5%	-5.2%	-27.1%	+11.4%	-16.4%	+8.2%					
Transient Room Tax	-26.3%	+1.2%	+10.2%	-25.3%	-0.9%	-6.3%	+1.9%					
Total	-25.6%	-2.1%	+8.4%	-22.0%	+6.9%	-6.6%	+3.4%					

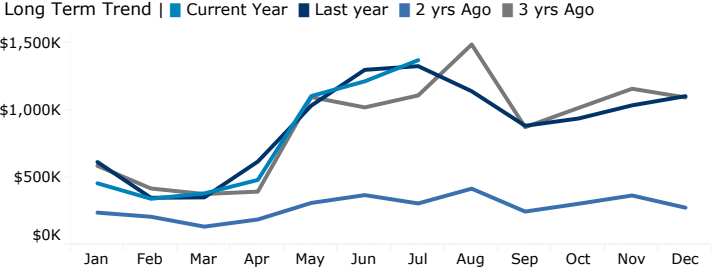


Source: Moab Office of Tourism

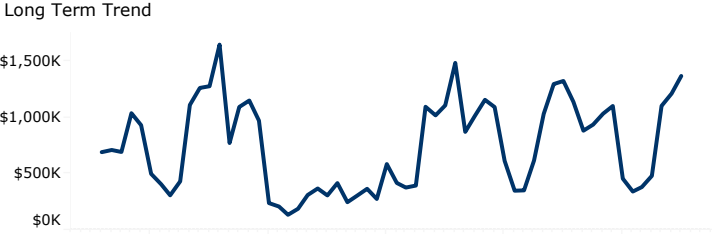
Tourist Tax Collections By Tax Group



Tourist Tax Collections by Months



Tourist Tax Collections



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