



Advertising Agency of Record and Media RFP

Written Questions & Answers

January 2021

#	<u>Question</u>	<u>Answer</u>
1	What does the creative and media approval process look like given there are so many stakeholders?	All approvals are managed by Visit California on behalf of our collective industry.
2	Who is in charge of creative and media approvals? Is it the same for all markets referenced?	Visit California's brand team, based in Sacramento, is responsible for creative and media approvals. Approvers are the same for all markets.
3	How many Californians choose other parts of California and stay in the state for their vacations?	In-state leisure travel is historically very high. Please refer to the Research section of Visit California's industry website for visitation data and more information.
4	What are the Top 10 tourist destinations in California for travelers?	Visit California's work plan outlines top drivers in a pre-pandemic environment. Roadmap is yet to be written in current environment. The plan can be found on industry.visitcalifornia.com/about/plans-publications
5	June 2021 is the award date, when would media be expected to go live and what is the typical campaign flight dates?	Campaign flight dates vary. However, in a pre-COVID environment, we frequently ran larger campaigns in fall and spring to align with consumer booking patterns. The number of campaigns and respective flighting depends on budget and agency recommendation.
6	Average # of campaigns (broken out by co-op and non co-op)?	The number of annual co-op campaigns vary. We are interested to hear your POV on co-op marketing as a layer of the overall creative and paid ecosystem.
7	Can you confirm the 2 levels of plans to be developed are both a (1) base plan and (2) co-op plans?	The Co-op plan should be a supporting layer of the overall marketing plan, as we believe it is required and helpful for the industry. We are interested to hear your POV on co-op marketing as a layer of the overall creative and paid ecosystem.
8	Does the creative agency have any responsibilities to deploy coop or media campaigns, if so, what is the line of demarcation between the media buying agency and the creative one?	Ideally yes, the agency will help with the formation and execution of cooperative marketing programming, but this is a flexible component of the program and we are open to discussion. Needs for cooperative marketing are variable from year to year and play a more significant role during the recovery period. Visit California will evaluate how agencies choose to respond and quality of proposals to determine respective responsibilities.
9	If so, how are the budgets to support co-op determined? How do you determine who is supported on a co-op basis?	The budgets for co-op vary. We are interested to hear your POV on co-op marketing as a layer of the overall creative and paid ecosystem.
10	What percentage of this funding is partner coop?	This varies each year based on partner needs. However, historically, this is a relatively low percentage of Visit California's overall media spend. We are interested in your opinion on the use and appropriation of cooperative marketing within California.

11	Will the agencies be involved in meeting with, presenting, selling programs to partners?	This is a possibility but will be determined based on proposals and qualifications of agency or agencies. As a Destination Marketing Organization Visit California has a responsibility to ensure the marketing programs and activities are relevant to industry partners. While direct communications might not be required there is a requirement for "packaging" up program materials for partners and industry on a periodic basis.
12	Will the agency be involved in coordinating co-op marketing programs, and/or materials from partner tourism/travel operators for co-op programs?	Ideally yes, the agency will help with the formation and execution of cooperative marketing programming, but this is a flexible component of the program and we are open to discussion. Needs for cooperative marketing are variable from year to year and play a more significant role during the recovery period. Visit California will evaluate how agencies choose to respond and quality of proposals to determine respective responsibilities.
13	What destinations or types of travel options do you consider your biggest competitors?	Visit California's work plan outlines out competition in a pre-pandemic environment. Roadmap is yet to be written in current environment. The plan can be found on industry.visitcalifornia.com/about/plans-publications
14	What states/countries do you consider to be California's biggest competitors when travelers are planning their vacations: From the States? From overseas?	Visit California's work plan outlines out competition in a pre-pandemic environment. Roadmap is yet to be written in current environment. The plan can be found on industry.visitcalifornia.com/about/plans-publications
15	Who does Visit California consider to be its competitive set in 2021 domestically?	Visit California's work plan outlines out competition in a pre-pandemic environment. Roadmap is yet to be written in current environment. The plan can be found on industry.visitcalifornia.com/about/plans-publications
16	Given that you've had celebrities in your past work, is the creative production costs inclusive of celebrity talent fees? If not, how have you navigated SAG in the past?	Yes, the creative and production cost is inclusive of all talent fees.
17	What has Visit CA spent on production in 2018? 2019? 2020?	We generally have taken the approach to create a centerpiece creative asset for broadcast use every other year; however, in the last two years with the higher cost of talent fees we have opted to produce a new creative unit. We are interested in hearing your thoughts and opinions on ratio of creative production to media.
18	When do you hope to be in market with new work?	The opportunity for creative refreshes lies within confines of the budget and agency recommendation.
19	When do you hope to have new work in the market?	The opportunity for creative refreshes lies within confines of the budget and agency recommendation.

20	Are you enriching your 1P data (e.g., Location Data, Affinities/Lifestyle/Interest Data)? If yes, are you leveraging 3rd Party Partners/data? If no, is this a desired inclusion in your 1P data?	We will provide additional planning documentation and reserach to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
21	Can you share any detail on what first-party data you have e.g., CRM, e-mail lists, partner data?	Visit California's primary mechanisms for capturing first-party data are website, e-news and printed publications. We are interested in growing our abilities to capture data to help inform strategy.
22	Do you have 2021 objectives with respect to growing your 1P data?	We have an ongoing objective to refine and strengthen our approach for capturing and understanding first party data.
23	How are you currently leveraging 1P data for insights, strategic planning, buying, and activation?	We will provide additional planning documentation and reserach to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
24	What is the current size of your 1P database? What are the primary identifiers currently available (e.g., email, mailing address, phone #)?	Primary identifiers include email, mailing addresses, and phone numbers, primarily. E-news and website programs have the capability to capture explicit preferences.
25	What is the growth rate of registration over the last 12 months, 24 months and 5 years?	You can learn more about our owned-channel evolution, including technology enhancements and overhauls, on our industry website. We will provide additional planning documentation and research to the finalists.
26	What is the primary mechanism for capturing 1P data? (e.g., email newsletter, brochure requests, visitor center check-ins)	The primary mechanisms are website, e-news and printed publications. We are interested in growing our abilities to capture first-party data to help inform strategy.
27	What type of 1P data do you have today? What are your current data partnerships? Do you own your DSP or do you utilize the agency's tech?	Visit California's primary mechanisms for capturing first-party data are website, e-news and printed publications. We are interested in growing our abilities to capture data to help inform strategy.
28	Can you provide background on how you've processed billing and how you've managed global exchange rates in the past? Is everything processed and paid for by Visit California in the US and through your US agency?	Historically, for this SOW, all billing has been between Visit California and the US agency. Exchange rate reconciliation has varied depending on agency. We are interested in hearing your exchange rate processes and protocols.
29	We would like to understand the likelihood of our financials being publicly disclosed. Can we discuss?	Visit California policy is to keep all information submitted through RFP processes confidential. Financials should be submitted in a sealed envelope. They will only be reviewed by Visit California's COO and Compliance Officer and will be shredded after review. Visit California will sign an NDA upon request. To request an NDA, contact rfps@visitcalifornia.com .

30	If only bidding for the creative portion do the annual revenue requirements for the agency shift?	If bidding on the creative portion of this RFP only, proposers must have 2019 annual revenues over \$20 million.
31	On the VCA Compensation excel, can you confirm the second tab (SOW) is looking for us to provide our current clients with scope of work we have with each (topline)? Also, is the timeline sought for 2020?	This is intended to describe just the annual SOW with VCA for the period July 1, 2021-June 30, 2022. Please do not provide any information related to your other clients.
32	We are unable to accept American Express as payment. Does this disqualify us from participating in the pitch?	No, it does not impact any agency's pitch. This is no longer a requirement.
33	With the RFP, we will include a fee proposal. Do you have a preference, for the media portion, of FTE, Commission, or a hybrid?	We are open to all compensation models presented, however would ask that you provide the rationale behind the one(s) you propose.
34	Can you confirm whether any of the incumbents (as outlined on page 16) are participating in this review process?	We cannot comment on specific agencies participating in the RFP. However, all incumbents were given the opportunity to participate in this RFP
35	Will incumbent agency Mering and Havas participate in this RFP?	We cannot comment on specific agencies participating in the RFP. However, all incumbents were given the opportunity to participate in this RFP
36	With regard to the global nature of the business, can you describe your current structure (e.g., centralized from CA, but with regional offices and autonomy in local international markets)?	Visit California has one office based in Sacramento. However, we partner with local agencies to extend Visit California's footprint across the globe. In a pre-COVID environment, we had roughly 75 people working on our account across 13 international countries. The markets were divided into three broader categories based on focus -- Brand, Digital and Trade/PR -- and reported into respective members of Visit California's staff based in Sacramento. We recently had to pause our international efforts and currently work with each of these agencies on a project/consultation basis while the tourism industry is in the early phases of recovery.
37	Would the agency's use of network partners in some countries be a disadvantage in evaluating the firm?	No, an agency's use of international network partners is not considered a disadvantage. Visit California is open to all proposals. However, we ask that you disclose all third parties in your proposal.
38	Based on language on page 23 – assumption is that marketing is US only in 2021 & 2022 – how does that impact expected marketing spends?	In a pre-COVID environment, this contract was in the \$65 million range, with multi-layered media programs in more than 6 countries. Given expected FY21/22 budget parameters decisions will need to be made by Visit California and the advertising and media agencies to determine appropriate market geographies.
39	Can you provide relative importance of the markets listed?	You can find details around Visit California's top source markets in a pre-COVID environment on industry.visitcalifornia.com under the research tab

		and in the work plan. Roadmap is yet to be written in the current environment.
40	What are the first international markets likely to come online when international travel resumes? What markets will be key for the longer term?	You can find details around Visit California's top source markets in a pre-COVID environment on industry.visitcalifornia.com under the research tab and in the work plan. Roadmap is yet to be written in the current environment.
41	Can you provide insight about the level to which Visit California prioritizes B2C vs. B2B (e.g., meeting planners)?	Visit California focus is primarily leisure travel. You can find more information in Visit California's Marketing Strategic Framework at https://industry.visitcalifornia.com/about/plans-publications
42	Do you have current influencer marketing contracts or agreements in place that need to be incorporated into any responses?	No
43	How do you currently split budgets between upper funnel (attract new visitors) versus middle and lower funnel (conversion and booking)? Are you open to experimentation and our POV?	We are definitely open to agency recommendations but have traditionally invested most heavily on brand related projects and campaigns which have focused on upper funnel executions. We have a multi-layered marketing approach to target consumers across multiple phases of the consumer journey. Our pre-COVID work plan elaborates on our inspirational approach in the brand advertising space. More information can be found in our marketing work plan at https://industry.visitcalifornia.com/about/plans-publications . However, the roadmap in the current environment is yet to be written.
44	How has the "Calling All Californians" campaign been performing during COVID, and do you see this as an opportunity to continue this messaging post-COVID?	Performance measurement still in progress, with many new success measures to consider. The roadmap is yet to be written given the current environment and we will look to our agency to provide recommendations moving forward.
45	How often is content updated and published on VisitCalifornia.com? Do you have a syndication strategy in play?	Visit California continues to refresh content and extend the reach of its online and print channels. Original content releases aim to inspire, while real-time travel updates and best practices help visitors stay safe and informed. The site serves as a hub for the organization's owned content platforms and benefitted from a major refresh in June. Design and content overhauls more intuitively connect travelers to content relevant to their interests and trip planning, resulting in increased partner handoffs that directly result in bookings. Our pre-COVID content strategy can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .

46	What are the three most important criteria of your new partners?	<p>Aside from the obvious need for creativity, efficiency and razor-sharp communications. We are looking for an agency that is:</p> <ul style="list-style-type: none"> • Forward thinking • Partner leaning • Change embracing • And of course - California Loving
47	What does success in 2021 look like to you?	<p>Visit California's overarching objective is to increase leisure travel to and spending in California. Given the current environment, we also hope to shorten the window to recovery for the California tourism industry. More information about our goals and measurement can be found in our work plan on industry.visitcalifornia.com/about/plans-publications</p>
48	Do current measurement or media partnerships exist that are mandatory? I.e., 3rd party measurement, DMP/DSP contracts, etc.	<p>Visit California requires agencies to comply with a third-party audit of media billings and reconciliation, as outlined in the RFP. We also conduct measurement studies using partners like SMARI and other research partners. We are open to other partnerships that your agency deems important/strategic.</p>
49	Do you currently have any benchmarks in place for measuring effectiveness?	<p>Visit California's key objective is to maintain and increase non-resident leisure travel and spending in California. We use a variety of measures to determine success. You can find more information in Visit California's Marketing Strategic Framework at https://industry.visitcalifornia.com/about/plans-publications</p>
50	How is the work currently done by Visit California evaluated? Macro-Tourism Receipts (e.g., Monthly Visitor Arrivals, Monthly Hotel Receipts, Tourism Receipts by Category etc.) or Campaign uptake by partner attractions, and co-marketing efforts? Both? Or, other KPI's entirely?	<p>Incremental travel to the state and direct economic impact across all tourism sectors and geographic destinations has been the historical measure.</p>
51	Similarly, what is your protocol for media testing?	<p>Visit California requires agencies to comply with a third-party audit of media billings and reconciliation, as outlined in the RFP. We also conduct measurement studies using partners like SMARI and other research partners. We are open to other mechanisms that your agency deems important/strategic.</p>
52	What are the metrics by which media is measured?	<p>Visit California's key objective is to maintain and increase non-resident leisure travel and spending in California. We use a variety of measures to determine success. You can find more information in Visit California's Marketing Strategic Framework at https://industry.visitcalifornia.com/about/plans-publications</p>

53	What is your existing protocol for creative testing? What are its strengths and blindspots?	We proactively use research to support creative decisions and then periodically use focus groups to gather feedback before deploying. We are open to other mechanisms that your agency deems important/strategic.
54	What KPIs do you currently use to measure success?	Visit California's key objective is to maintain and increase non-resident leisure travel and spending in California. We use a variety of measures to determine success. You can find more information in Visit California's Marketing Strategic Framework at https://industry.visitcalifornia.com/about/plans-publications
55	Would the agency have sight of these macro-tourism datasets and are you open to them informing briefs along-side the VC client team?	The selected agency will have insight into Visit California's data and will work closely with Visit California's team to develop briefs and other strategic deliverables.
56	Can you share your current breakout of media spend?	Our media plan entertains all possible layers within budgetary considerations. The current year budget for this Scope of Work is projected to be aligned with the RFP.
57	Is media spend referenced for the US only, or across all markets? If across markets, can you share spend by market?	In year one, the media budget will be allocated domestically. Investment in subsequent years will be determined based on market conditions and budgetary considerations.
58	What funding sources will fuel the 2021 media program at Visit California?	Visit California is funded by nearly 20,000 assessed businesses throughout the state across 5 key segments: Accommodations, Attractions and Recreation, Restaurants and Retail, Transportation and Travel Services, and Passenger Rental Cars. Currently there is a nominal contribution from the State of California which amounted to 0.3% of budget in 2020.
59	What percent of the media budget is currently spent on third party research and insights?	Visit California has an in-house research team with budget outside of this media SOW and includes weekly consumer surveys as well as third party data. Additional research and insights are provided by agency partners utilizing the resources they have at their disposal.
60	What percent of the total media budget is likely to be allocated to the U.S./domestic market in years 1 & 2 of the contract?	In year one, the media budget will be allocated domestically. Investment in subsequent years will be determined based on market conditions and budgetary considerations.
61	What was the percent allocation of media dollars globally pre-COVID 19?	Pre-COVID, Visit California had multi-layered media investments in more than 6 countries and in 2019 held a collective budget in the range of \$65M (budget included creative and production).
62	Can you provide the 2019 and 2020 media plans?	Detailed media plans are propriety information. However, you can learn more about our plans in Visit California's Marketing Strategic Framework at https://industry.visitcalifornia.com/about/plans-publications

63	Is it possible to get a current media plan?	Our media plan entertains all possible layers within budgetary considerations.
64	RFP says contract will begin in July – when is any campaign expected to be live?	Campaign flight dates vary. However, in a pre-COVID environment, we frequently ran larger campaigns in fall and spring to align with consumer booking patterns. The number of campaigns and respective flighting depends on budget and agency recommendation. The opportunity for creative refreshes lies within confines of the budget and agency recommendation.
65	Are there existing reports, templates or dashboards or will the agency be responsible for creating these?	This will likely be a combination, but varies depending on subject (e.g., performance reporting vs budgeting). Visit California expects the winning agency to have the capabilities to develop reporting and analytical dashboards for their program work and/or work in combination with other agencies (research) to develop reports.
66	Who are the main day to day clients? And will they be in the Q&A sessions?	The main day-to-day contacts for this scope of work will be the CEO, VP and AVP of Marketing and Brand Managers of Visit California. These individuals along with the COO will participate in portions of the review and most will be in the Q&A sessions.
67	Would the successful agency be on-boarded to previous work from VC (especially DDM work) to ensure continuity and momentum? Or, would you prefer a clean slate approach?	Visit California would onboard any selected agency, sharing data-driven marketing insights and other relevant information. However, a collaborative approach with new ideas and information is welcomed.
68	Is the "State of California Division of Tourism" providing any marketing goals to be managed from an integrated basis with Visit CA?	No. The State Division of Tourism in the collection arm only.
69	Does this scope include paid social?	If the agency recommends using social media as a paid distribution channel, then this should be outlined in the proposal within the confines of the budget.
70	What have been the most successful Visit California campaigns from the past 10 years, and what made them a success?	Please review Visit California's Year In Review publication, which can be found at industry.visitcalifornia.com/marketing-communications/year-in-review for a complete recap of historical programs. Our measures of success are incremental travel to the state as well as economic impact for tourism related businesses.
71	Do you currently utilize a PRIP as part of your agency's compensations?	We have had a PRIP in the past but, due to the pandemic, we have eliminated this for the time being.
72	Will Q&A sessions in January be held for individual agencies or one all-agency session?	Q&A Sessions will be held with individual agencies.
73	Will someone be available to walk us through the existing research that is on the site, or would there be an	Visit California will offer Q&A sessions in January for interested agencies.

	opportunity for us to ask follow-up questions once we've digested all the research?	
74	After the RFP Proposals are submitted and finalists are chosen (4/8 notification), will there be a briefing of sorts for any strategy/creative and/or media plan spec assignment work over the course of April?	We will have briefing and creative tissue session calls with selected finalists prior to oral interviews. We will provide additional planning documentation and research to the finalists.
75	Are the Agency Q/A sessions individual per agency or are other agencies participating at same time?	Q&A Sessions will be held with individual agencies.
76	Are you asking for any original creative thinking in the oral meetings?	This is at the individual agency's discretion and is not mandatory. We will also hold tissue meetings prior to the oral interviews.
77	For the oral presentation, will there be another assignment given? Or will it be to review the information provided in the written submission?	We will have briefing and creative tissue session calls with selected finalists prior to oral interviews. We will provide additional planning documentation and research to the finalists.
78	How many agencies will be invited to the orals?	Typically, we will select 3-5 finalists to participate in oral interviews.
79	Will there be a separate brief or ask for the oral meetings?	We will have briefing calls with selected finalists prior to oral interviews and creative tissue sessions at the discretion of Visit California.
80	Are there any big questions you are hoping to solve for in your new work/campaign?	We hope to be shown a means within Brand Marketing of supporting the recovery cycle for the travel industry and shortening what is projected to be a 4-year trajectory.
81	Is there anything you are hoping to 'plus up' with this new selection? Anything you would like to improve on from existing engagements?	We are always open to discover items that we haven't encountered before and be shown new and efficient ways of dealing with these emerging marketing challenges.
82	On a scale of 1 - 10 (10 being best) where would you rate your current creative work?	Visit California's marketing program has helped fuel a decade of consecutive growth for California's tourism industry. In FY18/19, our program generated \$14.05 billion in incremental visitor spending. This growth was obviously interrupted by COVID, but Visit California is focused on recovery. We are interested in your opinion on our creative work to-date and opportunities moving forward.
83	On a scale of 1 - 10 (10 being best) where would you rate your current Media thinking?	Visit California's marketing program has helped fuel a decade of consecutive growth for California's tourism industry. In FY18/19, our program generated \$14.05 billion in incremental visitor spending. This growth was obviously interrupted by COVID, but Visit California is focused on recovery. We are always striving to create an integrated program with a unified media strategy. We are interested in your opinion on our media strategies and opportunities moving forward.

84	Overall, can you give us a general idea on what you feel works well today versus areas you'd like to focus on going forward?	We are always open to discover items that we haven't encountered before and be shown new and efficient ways of dealing with these emerging marketing challenges.
85	You note in Misc. that there could be additional assignments -- could you expand on what those "other projects" could look like?	Examples of projects include developing materials for Board Meetings and other events, creating logos for owned channel use, and collaborating with earned teams.
86	What brands and campaigns do you respect, both in travel/tourism and in other categories?	Visit California values diversity and acceptance of all thoughts and opinions. The brands we most admire tend to be passion brands that transcend the travel category and align with California's ethos on Lifestyle and Dreaming Big!
87	Beyond 1P, what additional tactics are being leveraged for targeting (e.g., contextual, location-based, search-based)?	We will provide additional planning documentation and research to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
88	Do you currently deploy audience segments? If so, from which markets?	We will provide additional planning documentation and research to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
89	Do you have existing targetable audiences that you wish to continue with? Or, would the agency POV on Audience Planning be preferred? Do you have priority overseas or domestic markets you would like to maintain (leisure and/or business)?	We will provide additional planning documentation and research to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
90	Is there any current target segmentation work that you'd like the agencies to build upon? If so, when was the last segmentation done?	We will provide additional planning documentation and research to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
91	What % of your media investment leverages addressable targeting?	We will provide additional planning documentation and research to the finalists. Pre-COVID plans can be found in our work plan at https://industry.visitcalifornia.com/about/plans-publications .
92	<i>Analytics and Tag Manager platforms</i>	We are in the process of migrating tags from Tealium to Google Tag Manager. We have inhouse capabilities with both Looker and Tableau
93	Are any of your MarTech/AdTech solutions shared across municipalities, or centrally owned and managed?	This depends on the platform. Please see answers to questions 95-103.
94	Are you currently looking to add/remove any of the above capabilities from your	We are open to all agency recommendations and rationale.

	MarTech/AdTech ecosystem? What is driving that decision?	
95	Can you share more on your current marketing automation stack e.g.,	We have consumer and business to business platforms. the responses below relate to the consumer only platforms
96	<i>CMS and other enterprise web content management platforms</i>	Drupal 8 is the Visit California website development platform
97	<i>Data warehouse for 1st party data and/or data visualization</i>	We are in the process of building out an internal data management platform
98	<i>DCO engine</i>	We currently don't utilize dynamic creative optimization technology. We develop a suite of assets and use programmatic technology to serve up appropriate iterations based on individual consumer behaviors.
99	<i>DMP, do you have one or do you prefer 3rd party audiences?</i>	We are in the process of building out an internal data management platform. We prefer to utilize a combination of data sources.
100	<i>Enterprise email marketing platforms</i>	Zeta is our outsourced email marketing firm, Mail
101	<i>Marketing automation and behavioral targeting platforms</i>	These platforms are managed by agencies and are currently unknown completely by Visit California
102	<i>Media/social media management and listening platforms</i>	We currently work with Destination Think for social media strategy and social creative and ICUC for social moderation. Our content agency is Meredith Publishing and also contributes to content for our social channels.
103	<i>Search, programmatic and retargeting paid media platforms</i>	These platforms are managed by agencies
104	What MarTech and AdTech platforms are you currently leveraging? (e.g., Ad Server, Dynamic Creative (DCO), CRM, CDP, DMP, DSP, Site Side Analytics)	Please see answers to questions 95-103.
105	What type of dashboard do you currently use?	Dashboard types depend on subject (e.g., research, performance and analytics). For analytics, we have inhouse capabilities with both Looker and Tableau.
106	The incumbent media agency was named in 2019, why is this RFP being published again less than 2 years after the award?	We planned to release this RFP after 2 years with our incumbent media agency, while simultaneously postponing the Agency of Record RFP by one year to ensure we make decisions about creative and media on a concurrent timeline.
107	What is prompting this specific review at this time?	Visit California is looking for best-in-class agency partners and continued efficiencies. We are intending to sync up our creative and media RFPs to allow us to make decisions about creative and media on a concurrent timeline.
108	What is the reason for the pitch? Is this a mandatory review or are you truly interested in looking for new agency partners?	Visit California is looking for best-in-class agency partners and continued efficiencies. We are intending to sync up our creative and media RFPs to allow us to make decisions about creative and media on a concurrent timeline.