

# Visit Jackson Hole

## Agency of Record RFP

### Consolidated Questions & Answers

2026 RFP Process

## Contract Structure & Engagement Terms

*Questions related to the contract length, renewal process, and agency selection criteria.*

**Q: What is the contract structure is this a true three-year commitment or are there annual renewal requirements?**

**A: The contract structure follows Teton County, WY procurement guidelines, which require agreements to be structured as three consecutive 1-year terms rather than a single 3-year commitment totaling three-years overall. In practice, the Board has historically renewed these agreements automatically through all three-years. That said, the structure does allow the Board to choose not to renew at the end of any one-year term if contract requirements are not being met. In such a case, VJH would first engage in a conversation with the Agency to address any concerns before any termination would be considered. This is a County requirement and is not negotiable. However, VJH has never experienced a situation where a contract was terminated under these terms.**

**Q: What is the purpose and weight of the annual review process? Can it result in early termination?**

**A: The annual review serves as a formal touchpoint for both parties to reflect on the past year's work and collaboratively plan for the year ahead. The intent is constructive not high-stakes. It is an opportunity to surface any areas of misalignment, discuss feedback openly, celebrate successes, and align on direction going forward. While the review does carry some contractual weight (significant unresolved concerns could factor into whether to renew for the following year), VJH's strong preference would always be to work collaboratively toward a solution first. VJH has no history of early termination and would approach any issues as a partnership problem to solve together.**

**Q: What is driving the search for a new Agency of Record? Will the incumbent agency be bidding?**

**A: Term expiration is the reason for going to market. The current agency is participating in this RFP process.**

**Q: Is Mountain West or Wyoming-based agency location a requirement or a preference?**

**A: This is an organizational preference to keep lodging tax dollars in the local economy whenever possible it is not a requirement. VJH anticipates and welcomes applications from agencies outside of Wyoming and the**

Mountain West. The agency with the best qualifications, deepest understanding of the destination's values, and most alignment with Visit Jackson Hole's goals will be awarded the contract. Local or not.

**Q: Will shortlisted agencies receive a strategic/creative/media assignment as part of the selection process?**

**A: At this time, VJH is not planning a creative assignment as part of this RFP process.**

## Budget

*Questions related to paid media, production, and AOR retainer budgets.*

**Q: What is the annual paid media budget?**

**A: The paid media buy for FY27 is approximately \$1,400,000.**

**Q: What is the annual production budget for creative development, photography, videography, and content creation?**

**A: The agency's production budget is approximately \$150,000. This does not include VJH's internal production budget set aside for storytelling content, photo/video shoots to support the media library, and any additional content creation under Visit Jackson Hole. There are several nuances with production budgets that can be explored further during an interview or when a contract is awarded.**

**Q: Is the \$500K AOR retainer separate from production and paid media?**

**A: Yes. The \$500K AOR retainer excludes both the production budget (~\$150,000) and the paid media buy (~\$1,400,000). Those are funded separately.**

## Scope of Work & Partner Responsibilities

*Questions about how responsibilities are divided between the AOR, paid media partner, PR agency, social team, and web agency.*

**Q: Who are Visit Jackson Hole's current contracted partners?**

**A: Fulfillment agency: Jackson Hole Resort Reservations (via Ski.com). Data provider & paid media partner: Datafy. Social media partner: Kreedle Media (Kristie Ryan and Liv Stern). Website development partner: TMBR. A separate RFP for a PR Agency is currently in progress.**

**Q: What is the distinction between the paid media partner (Datafy) and the Creative AOR?**

**A: Datafy will lead the deployment of all digital placements (excluding paid social), campaign optimization, attribution tracking, and reporting. The Creative AOR leads paid social and all OOH or non-digital activations. Audience strategy, reporting, and optimization authority will be a collaboration between the AOR and Datafy. Both parties collaborate during planning and execution while keeping the VJH team briefed throughout the process.**

**Q: Will the AOR be responsible for organic social media or web development?**

**A: No. Organic social is managed by Kreedle Media and web development is handled by TMBR. The AOR will work with these teams to integrate campaigns into each channel as-needed, but should not include those services in the proposal.**

**Q: What is the Creative AOR's role in public relations?**

**A: A separate PR Agency RFP is currently in progress. The AOR is not expected to handle full-service destination PR. However, VJH has kept a small portion of campaign-specific PR within the AOR scope managing press materials, coordinating media outreach, and creating talking points to amplify campaigns. The exact collaboration structure between the AOR and PR agency will depend on which agencies are ultimately awarded contracts.**

**Q: Does the AOR scope include MICE (group/meetings) marketing?**

**A: No. MICE marketing is not part of the AOR scope of work.**

**Q: Who manages web maintenance, SEO, and email marketing?**

**A: Web maintenance and SEO are handled by TMBR and should not be included in the AOR proposal. Email marketing is currently managed through Klaviyo by VJH's communications manager, though this may change by the time the AOR is in place. VJH acknowledges untapped potential in email marketing and is open to AOR support in this area.**

**Q: How many creative assets are typically required per campaign?**

**A: Asset volume depends on the final campaign idea, media strategy, targeting strategy, and campaign goals. The winter campaign typically demands more assets due to broader placement scope and a larger audience. This season, VJH had 12–15 assets covering placements across video, static, digital display, social, OOH, streaming, and more. Non-winter campaigns generally require fewer assets due to a smaller target audience and different KPIs.**

**Q: Is the AOR expected to include initial concepting in the proposal?**

**A: VJH is not expecting conceptualizing as part of the proposal, but welcomes ideas, creative directions, examples, or other resources agencies wish to share.**

**Q: What channels are currently activated during campaigns?**

**A: VJH has activated across a wide variety of channels. Social includes Instagram, Facebook, TikTok (paid), Reddit, and YouTube. Paid media covers a diversity of digital and non-digital channels. Email marketing is managed via Klaviyo. Print advertising has shifted from traditional ads toward advertorial placements. Organic social and web are handled by separate partners.**

## **Brand & Creative Direction**

*Questions about brand positioning, the rebrand scope, creative latitude, and strategic direction.*

**Q: What is the scope of the rebrand is 'Stay Wild' changing?**

**A: The rebrand is a visual refresh, not a ground-up repositioning. VJH currently shares a logo and typeface with Jackson Hole Mountain Resort a situation rooted in decisions made over 10 years ago. The primary goal is to differentiate VJH's visual identity. 'Stay Wild' is strong and will be retained. The strategic foundation remains intact.**

**Q: What is the in-market goal date for the new creative developed by the AOR?**

**A: The first campaign led by the AOR will be Winter 26/27, launching after the contract begins July 1, 2026. VJH does not expect a visual refresh or any rebranding to be completed before the start of that campaign. The rebrand is expected within the first 6–8 months of the engagement.**

**Q: How much creative latitude does the selected agency actually have?**

**A: VJH's internal mindset is 'Stay Wild, not Stay Mild.' The destination is defined by its edges remoteness, high peaks and low valleys, grit. The team wants creative work that resonates with that spirit. A mild idea is difficult to make wild, and the VJH team is acutely aware of this.**

**Q: What are the most successful aspects of past campaigns? Are there legacy elements to preserve?**

**A: The most successful VJH campaigns speak directly to destination truths the landscape, wildlife, culture, history, recreation, and community. Visitor management campaigns like 'Selfie Control' and 'Tag Responsibly' have been particularly effective in driving impressions, communicating summer stewardship,**

and improving brand health. When the team leans into what makes Jackson Hole distinctly unique, they see the most success.

**Q: How much of the SDMP/sustainability story should be embedded in consumer-facing campaigns versus kept as industry information?**

**A: The SDMP is VJH's roadmap for becoming a sustainable destination. At VJH, marketing is guided by a core ethos: balancing the needs and impacts across community, economy, and environment. This doesn't mean every campaign explicitly addresses sustainability, but all marketing must align with organizational values and the SDMP's purpose. VJH would not support work that conflicts with that vision.**

**Q: Does VJH view other mountain destinations as competitors?**

**A: VJH does not perceive specific Western US mountain destinations as competitors. Destinations like Aspen, Big Sky, and Park City are thought partners, and VJH frequently collaborates on best practices. The team draws inspiration from European destinations on responsible tourism and sustainability messaging.**

**Q: Where do you source brand guidelines?**

**A: Visit Jackson Hole Brand Guidelines are available here: [https://industry.visitjacksonhole.com/wp-content/uploads/2024/08/JHTTBVJH\\_Brand\\_Guidelines\\_Final\\_Export-V2.pdf](https://industry.visitjacksonhole.com/wp-content/uploads/2024/08/JHTTBVJH_Brand_Guidelines_Final_Export-V2.pdf)**

## Marketing Strategy & Audience

*Questions about target audiences, geographic markets, seasonal strategy, and visitor management priorities.*

**Q: Are there defined target audience profiles? Who is the priority visitor?**

**A: Yes. VJH has target audience personas and demographic snapshots available. Behavioral and psychographic traits are more important than demographics in shaping messaging. A deeper dive into target visitor profiles will be shared when a contract is awarded. High-value, low-impact travelers and conservation-minded guests are priorities. VJH is focused on shifting strategy to prioritize destination sustainability across all visitor segments and seasonal periods.**

**Q: What date range is VJH allowed to promote for visitation, and how is 'non-peak season' defined?**

**A: VJH isn't bound by any hard rules determining when promotion is allowed. Based on demand, destination pressures, and capacity data, winter is when the destination can handle increased visitation so marketing shifts toward demand generation in winter. Summer is when messaging, tactics, and targeting typically focus**

on responsible recreation, dispersing visitation, and visitor education. VJH is working toward a multi-year strategy that allows campaign work to flow seamlessly between demand generation and destination stewardship without hard 'on and off' campaign seasons.

**Q: Are there priority geographic markets or seasonal demand periods already defined?**

**A: Yes, specific details can be explored further in the interview process. For paid media, VJH prioritizes direct flight markets and regional drive markets, with emphasis on flight markets during winter months. While VJH wants to build on solidified successes, there is room to grow, push, and shift strategy if it enhances the mission and vision.**

**Q: What shoulder-season behaviors or experiences does VJH hope to reshape through future campaigns?**

**A: Campaigns that invite visitors to arrive as stewards of the destination are among the most impactful. 'Tag Responsibly' and 'Selfie Control' are strong examples they empowered visitors to engage with responsible recreation without feeling lectured. VJH also wants to encourage exploration of Jackson Hole in its entirety, reducing impacts on high-traffic areas, creating a more resilient destination not overly dependent on weather patterns, and spreading economic benefit to lesser-known activity providers.**

**Q: Is VJH interested in visitor dispersion partnerships?**

**A: Yes, this is an area VJH would love to expand into. VJH works closely with public land managers and key stakeholders to distribute visitors more effectively, particularly in summer. VJH is currently in conversations with AllTrails and OnX to better understand how visitors navigate the valley and identify opportunities to direct traffic toward areas that can accommodate higher volume.**

**Q: Is TikTok part of the forward strategy?**

**A: VJH currently uses TikTok in paid media spend for winter 25/26 but has not launched an organic presence yet. TikTok is on the radar for FY27. VJH is aware of the pitfalls of not having an organic presence but is also very aware of starting a social channel without a strategy, goal, and content stream to support it.**

**Q: Does VJH do influencer marketing?**

**A: To this point, VJH has not found influencer marketing to be a value add for the brand or destination. VJH is open to hearing reasoning that shifts this decision in the future.**

## Performance, Reporting & KPIs

*Questions about success metrics, attribution, and how performance is measured across the partnership.*

**Q: What are the primary KPIs for campaigns? Are impressions and clicks still the focus?**

**A: VJH prefers that quantitative metrics are not the primary or sole KPIs moving forward. While they remain important for tracking YoY insights into campaign performance, the team is more focused on behavior change, brand health, destination/visitor/resident sentiment, and KPIs beyond traditional marketing metrics. Standard campaign metrics are still tracked but greater emphasis is placed on responsible visitation behavior, overall brand awareness, and positive impact on the natural environment and community.**

**Q: What points of conversion is VJH able to measure?**

**A: Direct bookings through Jackson Hole Resort Reservations, group sales via Destination Sales, and campaign attribution are the primary conversion points. Datafy provides attribution tracking, which will play a larger role moving forward in determining ROI on campaign spend.**

**Q: How does VJH measure 'destination health' beyond campaign performance?**

**A: Lodging tax revenue, behavior change around responsible visitation/recreation, and visitor/resident sentiment are all on VJH's KPI radar. Destination stewardship KPIs such as behavior change for responsible visitation, overall brand awareness, sentiment toward the destination and tourism, and positive impact on the natural environment and community are among the highest priorities. Attribution and demand generation remain important to supporting the economy, but VJH has placed greater emphasis in recent years on measuring the broader impact of work beyond the numbers.**

**Q: Who is the lead responsible for media performance tracking and campaign optimization?**

**A: Performance tracking, attribution tracking, audience insights, and in-campaign optimization are led by Datafy. The AOR will be responsible for social tracking/optimization and results outside of digital placements. VJH expects the AOR and Datafy to work closely during creation, implementation, and reporting periods of the paid media strategy.**

**Q: How does VJH define success for the Creative AOR in Year 1 and across the contract term?**

**A: Year 1 success is defined by the ability to deeply understand the brand, mission, vision, and goals of the organization; support building a multi-year campaign strategy; and lead a logo rebrand for VJH. Longer-term success is measured by continued pushing of the boundaries of what a DMMO can do in the creative space, and how that positively impacts the community, tourism, and guests to Jackson Hole. The ultimate outcome: a strong, mutually beneficial partnership that has strengthened VJH's leadership in the community and tourism industry through impactful, creative campaigns.**

## Approval Process & Internal Stakeholders

*Questions about how creative decisions are made and who holds final approval authority.*

**Q: Who has final creative approval and how are major decisions made?**

**A: The Marketing Director and Executive Director hold final approval authority and the tie-breaking vote. The Marketing Committee is involved during the briefing period and near the final review of campaigns and during major branding work they will be steps away from day-to-day coordination. Major creative decisions are made collectively between the ED, MD, and AOR.**

**Q: How are external stakeholders local businesses, land agencies, and community partners incorporated into campaign planning?**

**A: VJH has strong relationships with public land managers and local stakeholders (business and community). These relationships, especially with public land managers, are pivotal in the early stages of the campaign briefing process. Their insights and expertise are extremely valuable during briefing stages, and VJH manages those relationships and the appropriate timing and level of input carefully.**

**Q: What does the ideal agency–client relationship look like for VJH?**

**A: Consistency of agency leadership, creative team, and account director is critical to long-term success. Frequent turnover in these teams makes it difficult to onboard a complex and dynamic destination marketing strategy. VJH is looking for a creative partner who deeply understands the nuances of the destination, can execute compelling campaigns, and brings thoughtful, reasoned thinking that challenges and expands their approach. The goal is for the internal team and all agencies to work together collaboratively breaking down silos and maintaining open communication.**

**Q: What does the day-to-day relationship between the Creative AOR and the PR Agency look like?**

**A: The Visit Jackson Hole Marketing Director is the point of contact between agencies. In the first year, the overlap between the AOR and PR Agency will likely be minimal until the PR strategy is determined. Multi-year strategic planning will primarily take place with the AOR, Marketing Director, and Executive Director, with PR agency and other stakeholders involved on an as-needed basis.**

## Sustainable Destination Management Plan (SDMP) & Stewardship

*Questions about how the SDMP influences VJH's marketing strategy and partnership vision.*

**Q: How much foundational brand strategy work has been completed under the SDMP, and should the rebrand be considered an evolution or full repositioning?**

**A: The SDMP is VJH's roadmap for becoming a sustainable destination, bringing together cohesive and complementary initiatives under one vision. Marketing is guided by a core ethos: balancing the needs and impacts across community, economy, and environment. The rebrand is an evolution of the existing identity 'Stay Wild' will be retained. The primary driver is differentiating the visual identity from the shared logo with Jackson Hole Mountain Resort. Work that conflicts with the SDMP vision would not be supported.**

**Q: Which SDMP stewardship goals most directly influence creative campaign direction today?**

**A: The SDMP serves as a strategic roadmap rather than a campaign checklist. VJH views marketing as the vehicle for communicating the community's identity and destination values to the wider public. VJH anchors itself in core destination values and maintaining respect for the community, natural ecosystem, and cultural assets. Many destination needs naturally align with SDMP priorities, creating synergy between marketing and the plan's objectives. The AOR, with VJH's guidance, will develop the strategy for communicating these values through creative storytelling, asset development, and community engagement.**

**Q: How does VJH balance promotion with visitor management? Where does the pendulum sit right now?**

**A: Summer is by far the busiest season, with the destination operating at capacity. Summer strategy focuses heavily on responsible visitation and recreation stewardship rather than driving additional demand. Traditional 'off seasons' (spring and fall) are becoming increasingly shorter due to ongoing efforts to shift summer visitors into those slower periods. Winter remains the season when demand can continue growing. VJH has 'need' periods where it looks to actively drive visitation to ensure steady economic vitality, and then longer periods where managing visitation and protecting the destination experience is the priority. The creative strategy VJH is looking for should thread a strong brand voice through both of these conflicting yet equally important needs.**

**Q: What SDMP working groups exist and what are their outputs?**

**A: VJH is happy to discuss this further during the interview or once a contract is awarded.**

## Multi-Year Vision & Partnership Outcomes

*Questions about long-term goals and what a successful partnership looks like at the end of three-years.*

**Q: How much of a change is VJH seeking in its next strategic approach?**

**A: VJH is not looking for a complete overhaul. Several elements of the brand, positioning, audience, and goals are foundational to Visit Jackson Hole and the mission 'Stay Wild' is a good example of what will be carried forward. That said, a new agency brings fresh perspectives and new ideas are welcome. The most significant shift will be developing a multi-year campaign approach that balances building a resilient destination with maintaining a healthy economy.**

**Q: What would feel meaningfully different three-years from now if this partnership works?**

**A: Reinforcing 'Stay Wild' under Visit Jackson Hole and embedding it through a multi-year creative strategy is key. VJH has made major strides in how the community resonates with its work maintaining that momentum across all aspects is important. A strong, mutually beneficial partnership that has strengthened VJH's leadership in the community and tourism industry through impactful, creative campaigns is the ultimate vision.**

**Q: Are there upcoming initiatives, milestones, or external factors that should inform the proposed multi-year creative vision?**

**A: Not at this time. A multi-year creative vision is needed to further define VJH's brand, voice in the community, and overall marketing efforts to visitors.**

**Q: What strategic capabilities are most critical to succeeding in this partnership?**

**A: Consistency of agency leadership, creative team, and account director is critical to long-term success. Frequent turnover is difficult to manage. Beyond that, the AOR must be a collaborator, expert in their field, and true partner capable of executing compelling campaigns while bringing thoughtful, reasoned thinking that challenges and expands VJH's approach.**