



REQUEST FOR COMPETITIVE SOLICITATION

Professional Advertising Services

For Monroe County TDC 1.9.25

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Scope of Services
Scope of Services with Optional Services
Individual Optional Service

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EXECUTIVE SUMMARY

We're thrilled for a chance to help craft the future direction for one of the most intriguing groups of destinations in the world - the Florida Keys.

And since you're looking for a partner that prioritizes transparency, clear communication and deep destination marketing experience, Starmark is an ideal fit for this opportunity.

PASSION PLUS EXPERTISE

When you combine our love of Florida with over **24 years of expertise** developing and stewarding successful destination, tourism and travel brands and campaigns, along with our experience developing and pioneering new marketing technologies, advanced analytics and data capabilities and award-winning creative - no other agency is better equipped to help create a more effective, measurable and transparent marketing ecosystem for Monroe County TDC.

Every one of our practice experts - strategy, creative, media, digital, mobile, content, analytics - all have experience crafting big-picture, hard-working, differentiated efforts that **set travel brands apart**.

We have a long list of client wins at the Visit Florida Governor's Conference, including multiple **Bests of Show**. Whether it be broadcast, web, consumer activations, out-of-home, digital, direct or partner marketing - we know how to market throughout every phase of the vacation purchase cycle with **award-winning creative**.

YOU'LL LOVE OUR PHILOSOPHY, METHODOLOGY AND TRANSPARENCY

If you're used to working with traditional agencies, you're going to love the difference of working with Starmark. Our clients say the big stuff - like major **branding efforts**, large **integrated campaigns** and **new technology launches** - go more smoothly with Starmark. And we agree. Working with an **Agile Agency** is radically more transparent, efficient and fun.



EXECUTIVE SUMMARY

We rely on measurable goals that allow us to demonstrate progress. We collaborate with whole client teams versus funneling all communication through one point of contact. We build trusting, long-term relationships that get better over time.

Everything from the way we roadmap projects to the way we report results is designed to be open and in service of creating mutual understanding. You'll have direct, ongoing contact with your entire team of experts from start to finish.

You'll see work after every two-week sprint so that we stay aligned with one another. You'll have the ability to adapt with conditions – because we build our plans to **account for change**. It's how we operate with every single Starmark client, and it's how we'll work with Monroe County TDC. You can see more about our communications and account management approach on pages 31-46.

EVERYTHING WE DO IS RESEARCH DRIVEN

We love it when the business intelligence tells us a story that allows us to dive deeper, and gives a **powerful insight** that helps our team exceed program goals. Our data science approach to branding helps our clients hone in on key differentiators that **resonate with their audiences**. We follow an in-depth **testing methodology** that allows you to make informed decisions. This includes cognition, concept and component preference testing.

That's how we'll create a **research-validated strategic and creative approach** for the Visit Florida Keys and its mirco brands. We've created and stewarded complex brands and campaigns for years in travel and tourism – as well as in other highly demanding markets like fintech and education. We've created and cultivated audience segments with individually trackable creative efforts and combined campaign metrics.



That data-driven approach to paid media is carefully planned to achieve the best results, based on insights and a **focus on performance**. We start by analyzing past performance, studying market trends, understanding audience behavior, and creating detailed budget plans. With this information, we create a **customized media strategy** for each client, using the right mix of channels to reach their goals – and we don't stop there. We **continually optimize** campaigns to improve performance and provide clients with access to real-time reporting dashboards. Our **robust monthly reports** offer detailed insights and recommendations for continued success.

EXECUTIVE SUMMARY

WE ACTUALLY EXECUTE ON OUR INNOVATIONS AND BIG IDEAS

All agencies have great ideas. Where we excel is actually **bringing our biggest thinking to life**. Because we roadmap and brainstorm as an integrated team, we turn our thinking into executable plans more easily. It's why we host our biweekly meetings in VR. It's why we're a **development partner with Meta**. It's also why we're ranked the **#1 Creative Agency in North America** by the MMA Business Impact Index.

There's so much more to our story, and you'll find it in the pages in this response. But first, meet your **DEFY GRAVITY** team. See what it means, and get to know the players on the following pages that will bring their knowledge and passion for tourism to Monroe County TDC with a mix of strategy, creativity, media, science and technology.

THIS IS A PASSION PROJECT FOR OUR TEAM

For years, we've looked forward to working on behalf of Visit Florida Keys. The varied nature of the Florida Keys' offerings presents a one-of-a-kind marketing challenge. That unique strength is also why your destinations have delivered many of our most memorable vacation experiences with the people we hold dear – from diving to fishing to boating to art to culture to cuisine. You can see our team's photos and read our recollections on the following pages.

Suffice it to say, this is a program we've been training for over decades. And it's one that's close to our hearts.



Some of the Starmark team in virtual reality, celebrating the launch of our South Florida PBS VR experience.



Top Creative Agency in North America
Mobile Marketing Association

This MMA SMARTIES Business Impact Index is the first and only global mobile marketing index that identifies, ranks and awards top agencies, advertisers, brands and technology enablers that drive significant business impact through mobile-first campaigns.

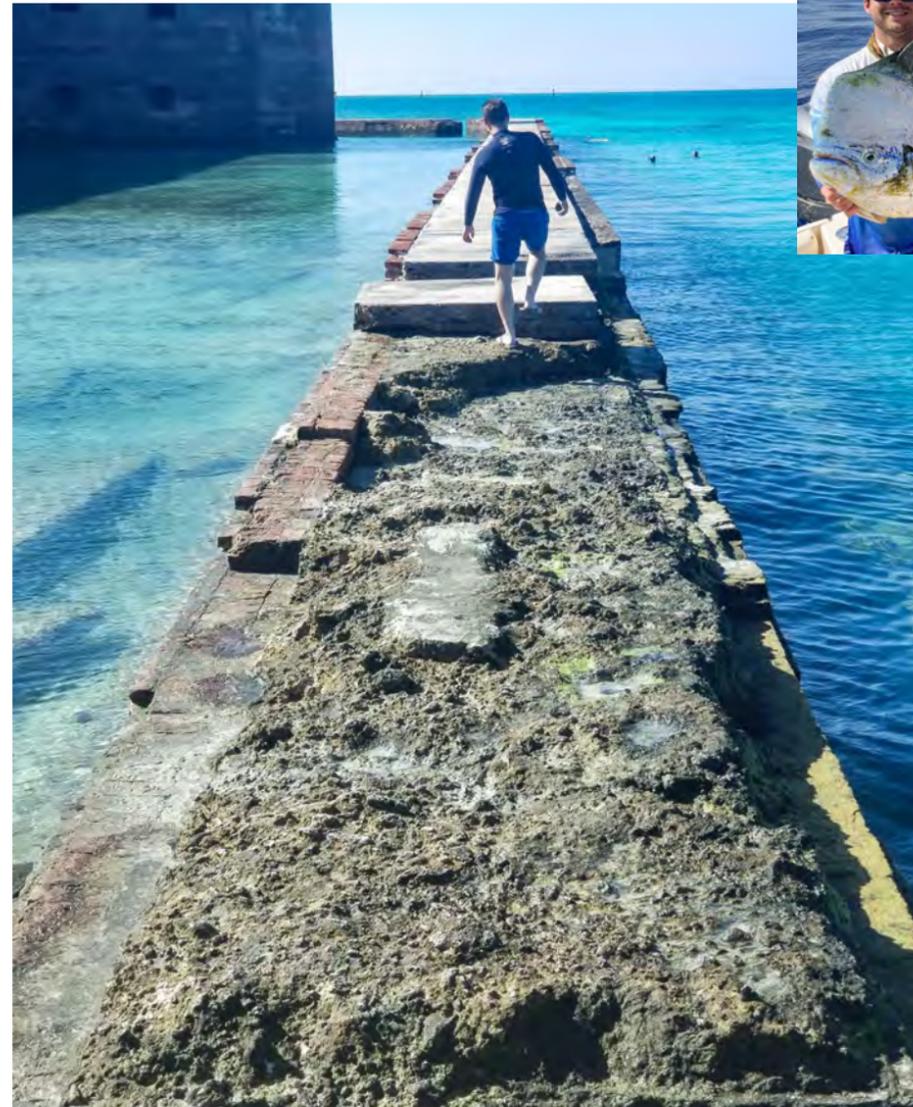


Our past, our present, **OUR FUTURE.**
That's what Visit Florida Keys means
to the Starmark team. This is a
PASSION for the places where we
made our treasured memories - and
the places that inspire us to dream
up **NEW ADVENTURES.**



// Before we lived in FL we visited the Dolphin Research Center in Marathon with our family. When it came time to tell our children we were going to relocate, our 11 year old daughter decided to raise money in Chicago so she could donate it and become apart of the mission of the Research Center after we moved. She is 32 now and we will still talk about that week in the Keys.

– JACQUI, PRESIDENT



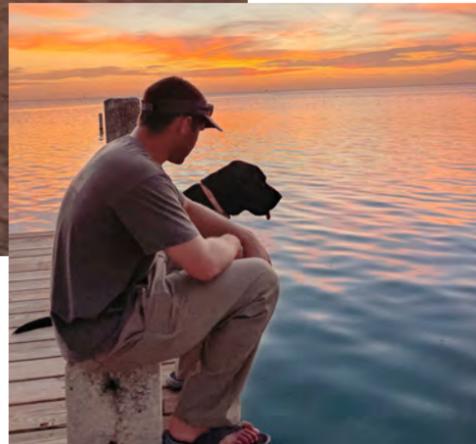
// While parasailing off Key West, I had one of those rare moments that completely shifted my perspective. Being several hundred feet in the air gave me a powerful sense of freedom. From that height, the problems and clutter of everyday life felt so distant, and I had a chance to see my world from a broader perspective.

– LUNA, ACCOUNT SUPERVISOR

// Every year in October my father attended a conference at Hawk's Cay resort and he'd bring us along. I remember days spent swimming in their lagoon and ruling the island. We'd hop in the car and head to Key West to buy our Halloween costumes at Fast Buck Freddie's, then run to Mallory Square to catch the sunset and to see the jugglers and street performers. I counted the days every year, waiting for that weekend of adventure.

– KATY, VP, CLIENT SERVICES





// On a fishing charter, my husband reeled in a 30 lb mangrove snapper. The sun was shining, the ocean was mesmerizing and the smile on his face was wider than the horizon. That night's dinner was, needless to say, snapper, paired with a zesty sauvignon blanc. Dining in Marathon, under the stars, put us both over the moon.

— MARLO, ASSOCIATE CREATIVE DIRECTOR



// Growing up, we spent summers at Safety Harbor in Islamorada – skiing, sunsets, snorkeling for lobster, fishing for snapper, swimming with dolphins. One memory that stands out is my father impersonating Jacques Cousteau, trying to flip off the side of the boat backwards just like Jacques, only his bathing suit got caught on the boat cleat. My dad was suspended upside down in mid-air with his derriere in full view. That day, the sun AND the moon were out in full force. Hysterical.

— DALE, VP, EXECUTIVE CREATIVE DIRECTOR



1. ABILITY OF PROFESSIONAL AGENCY PERSONNEL



1A. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | UNIVERSE OF EXPERIENCE

Starmark looks forward to supporting Monroe County TDC with a team that brings decades of experience in domestic and international destination marketing. But what really sets our team apart is what drives our efforts: a desire to find new ways to engage. It's the spirit of curiosity that let to our two U.S. Patents, a spot atop the MMA's Business Impact Index for U.S. creative agencies and a thriving culture of exploration in our Innovation Lab.

We harness our knowledge of leisure, meetings and conventions, overseas markets and domestic niche markets to power more interesting ideas aimed at making a bigger impact by approaching challenges in a different way – whether that's informed by new tech or what we've learned from our work across a variety of other business sectors.

THE STARMARK STAR PERFORMERS

- All Team Members have years of integrated marketing experience in the travel and tourism category.
- We amplify our travel expertise with ongoing Innovation Lab experiments and cross-training in other market segments, like luxury, consumer goods, education and technology.
- Our meetings and conventions expertise is built on traveler understanding and decades of B2B and channel marketing experience.



A DIVERSE TEAM

GENDER

60% FEMALE

TENURE

28% 10+ YEARS | **28%** 6-9 YEARS | **44%** 0-5 YEARS

ETHNICITIES

WHITE; AFRICAN-AMERICAN
HISPANIC; ASIAN

AGE

7% GEN Z | **32%** MILLENNIALS | **44%** GEN X | **17%** BOOMERS

18% NEURODIVERSE

9 LANGUAGES SPOKEN

22% LGBTQ+

1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



JACQUI HARTNETT

President

Tourism Experience: 19 years

Jacqui is a multi-faceted executive who brings a wealth of professionalism, strategic capabilities and management expertise to Starmark. She manages the agency's operations and leads the team where her eye for detail and management skills are valuable assets in planning and galvanizing the success of client programs.

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BRETT CIRCE

Chief Digital Officer

Tourism Experience: 27 years

Brett strives to place Starmark's big ideas in the larger context of the online world. With all aspects of business and branding now touching mobile, social and web, Brett ensures that client strategies and tactics integrate seamlessly in the digital realm, in real time.

Brett is an acclaimed Internet pioneer who won his first eCommerce website award from Yahoo in 1995. He has served as president of two technology companies, TKOnet and OmniPilot Software. Brett's latest invention is the patented FanWise social reward technology that pioneers the merchandising of social media updates.

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DALE BARON

VP, Executive Creative Director

Tourism Experience: 19 years

Dale is the creative dynamo behind Starmark's integrated consumer and business-to-business programs. Using digital, broadcast, social media, print, direct mail and out-of-home, Dale has been instrumental in developing some of the agency's most successful campaign work. He helps cultivate the vision, voice and identity of each brand.

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KATY GEWARTOWSKI

VP, Client Services

Tourism Experience: 21 years

Katy is an account strategist leading marketing programs spanning the traditional and digital realm. She excels at collaborating with clients to create relevant campaigns through engaging and innovative delivery methods. Katy launched her career in public relations at Silversea Cruises, a role that sparked her interest and expertise in all things luxury and travel/hospitality. She originally joined the Starmark team in 2001, expanding her skill set to include custom publishing and general marketing services.

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1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



CARLY KAPLAN
Account Supervisor
Tourism Experience: 10 years

Carly is an Account Supervisor with digital, direct marketing, and brand strategy experience. She delivers top-quality service and superior results for her clients through collaborative and exciting partnerships. Before joining Starmark, Carly was a critical member of scaling a leading division of a Fortune 150 company. Since joining the team, she works closely with our travel and consumer brands including Margaritaville Island Reserve Portfolio Brand, Nickelodeon Hotels & Resorts, and St.Pete-Clearwater International Airport.

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YAKIRA JACKSON
Account Manager
Tourism Experience: 6 years

Kira joins Starmark with a background of managing accounts and their local and national marketing efforts. She's supported a range of brands and their franchise owners, not limited to Cruise Planners, DISH, Andersen Windows, LIXIL, Benjamin Moore, and T-Mobile. She's spent much of her professional career out of Florida Atlantic University guiding a variety of business owners and their teams through co-op marketing, utilizing traditional and digital medians. Kira buoyantly brings to Starmark her years of growth and passion to empower businesses to thrive.

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KARA GINDLESPERGER
Accountability Agent
Tourism Experience: 10 years

Kara brings to the team experience in promotions, online advertising, direct marketing and media relations, including an understanding of radio and television. Since joining the Starmark team in 2015, Kara has worked on travel and consumer accounts such as the Fort Lauderdale Convention and Visitors Bureau, Fort Lauderdale Airport and Amelia Island CVB.

In her new role she is responsible for agency operations that support new client onboarding technology, asset transfer, and budget and billing requirements. She manages administrative functions within Starmark as the contract steward to insure all requirements are completed timely and with full transparency. Because of her prior role in account services specializing in tourism she is the perfect team member to manage program efficiency, optimizations and reporting required for success.

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CHRISTINE BROWN LYNN
Event Manager
Tourism Experience: 15 years

Christine is a distinguished event producer renowned for her extensive experience spanning over two decades. Throughout her career, she has successfully orchestrated high-profile events for major organizations on a global scale including Broward Center for Performing Arts, Memorial Healthcare, Joe DiMaggio Children's Hospital, Adrienne Arsht Center and NSU.. Christine supports the Starmark Team with logistical expertise in addition to bringing ideation and creativity that increase our event and activation ROI.

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1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



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NATHALIE DUPONT
VP, Digital Strategy
Tourism Experience: 5 years

Nathalie is an accomplished data-driven digital marketer with demonstrated success in strategic demand generation, SEO and performance marketing. She brings over 15 years of digital marketing experience across both start up and enterprise organizations. Before joining Starmark, Nathalie held senior digital and growth marketing positions at Redox, Nuance Communications and Kaplan Higher Education. She also drove digital marketing projects for The University of Chicago and University of Phoenix.

Nathalie has an MBA from Nicholls State University, a bachelor's in International Business and Marketing from ESCE Paris, a Digital Marketing Certificate from Cornell University and Master Certificate in Internet Marketing from University of San Francisco. She is fluent in French, English and can sometimes be heard speaking German.



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JASON COOPER
Senior Digital Marketing Strategist
Tourism Experience: 4 years

Jason is a seasoned digital marketer with over 15 years of experience in Search Engine Optimization and Social Media Marketing.

Prior to joining Starmark, Jason held leading positions at Adobe, Efficient Frontier and Revana Digital.

Jason hold a Bachelor's degree in Business Administration from American University, Kogol School of Business and a Python 360 Certificate from Cornell University.



 [linkedin.com/in/cyndymurrieta](https://www.linkedin.com/in/cyndymurrieta)

CYNDY MURRIETA
Media Strategy Director
Tourism Experience: 20 years

Cyndy is a strategic media leader with extensive experience in the travel and tourism sector, developing innovative and successful media strategies across traditional and digital initiatives.

Prior to joining Starmark, she worked with some of the most influential tourism-focused ad agencies in the country, including BVK and MMGY Global. She has handled media strategy and planning for Visit Orlando, Naples, Marco Island & The Everglades CVB, Little Rock CVB, Visit Newport Beach, Visit Panama City Beach, St. Augustine, Ponte Vedra & The Beaches VCB, and Kennedy Space Center Visitor Complex.

She has a passion for empathetic leadership and believes strongly in authenticity and transparency. When she's not working, she is happiest trying new restaurants, eating popcorn in a movie theater, and burying her nose in her Kindle.

1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



DANIELA RAMIREZ
Digital Marketing Specialist
Tourism Experience: 4 years

With 15 years of experience in advertising and marketing, Daniela is an award-winning strategist known for her expertise in branding, social media strategy, and campaign execution. She's worked on managed campaign roll-outs for global brands like LATAM Airlines, Verizon, PepsiCo, Netflix, and Disney, leveraging data-driven insights with compelling storytelling. Holding a Bachelor of Fine Arts in Art Direction from the Savannah College of Art and Design, Daniela offers a creative edge that transforms strategies into visually engaging and results-driven campaigns.

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ANA RENGIFO
Digital Marketing Analyst
Tourism Experience: 2 years

Ana is a motivated Digital Marketing Analyst with a background in Business Development. With her diverse educational and professional background, she brings a unique perspective to her work, combining her analytical skills with marketing insights. In their current role, she specializes in using data to drive marketing strategies and improve business performance.

She holds an MS in Data Analytics from Harrisburg University and a bachelor's degree in International Business and Marketing from FIU.

 [linkedin.com/in/ana-rengifo](https://www.linkedin.com/in/ana-rengifo)



JOHN MANCANO
Digital Marketing Strategist
Tourism Experience: 3 years

John Mancano joins Starmark with over five years of comprehensive experience in sales and marketing. He brings a distinctive blend of skills in digital strategy, implementation, forecasting, reporting, analytics, CRM/project management, and client relations. His diverse client portfolio includes notable names from the higher education and retail sectors, as well as smaller media initiatives in the food and beverage and home improvement industries, including Palmetto Moon, Le Creuset, Clemson University, and Galpão Gaucho, among others.

Prior to his role at Starmark, John served as a Digital Ads Manager at Squeeze Marketing, a full-service agency located in the heart of Charleston, SC. Today, he collaborates with team members to create well-tested, data-driven campaigns and digital strategies that our clients can be proud of.

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1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



JACOB EDENFIELD
Group Creative Director
Tourism Experience: 18 years

Jacob watched enough Bewitched as a child to want Darren Stevens' job in advertising – and to develop a huge crush on his TV wife, Samantha.

So he earned a degree from the University of North Carolina, moved to the Midwest, got some promotions, won a few awards, rescued lots of animals and started a music electronics company – before chasing the salt air to South Florida. As an ACD, he now works tirelessly to balance the terrible exchange rate between words and pictures.

 [linkedin.com/in/jacobedenfield](https://www.linkedin.com/in/jacobedenfield)



ANGELIQUE MARLIEB
Senior Copywriter
Tourism Experience: 17 years

Angelique is a senior copywriter for Starmark and has nearly two decades of agency experience. She has a knack for bringing strategy together with strong ideas and great writing to produce exciting creative. This includes branding, interactive, social media, blogging, TV, radio, collateral, direct mail and experiential marketing. Her brand experience includes the Greater Fort Lauderdale Convention & Visitors Bureau, FLL, Norwegian Cruise Line, Royal Caribbean, Project Beauty, Sobieski vodka and Nickelodeon Hotels & Resorts.

 [linkedin.com/in/angelique-marlieb](https://www.linkedin.com/in/angelique-marlieb)



IAN FRIEDEL
UX/UI Designer
Tourism Experience: 8 years

Ian comes to Starmark with over 12 years of experience. He possesses a unique skill set combination of UX/UI design, brand design and design systems experience. He has worked for clients spanning the food & beverage, and hotel industries. Before shining bright as a Starmarker, Ian was a Creative Director/Brand UX Designer. Today, he collaborates with all team members to deliver well-tested, data-driven campaigns and web work our clients can be proud of.

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1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



DANIELLE D'ACHILLE
Senior Art Director
Tourism Experience: 15 years

Danielle is Starmark's valued art director, gifted designer, thinker, and conceptualist. She has developed full creative executions on new campaign and brand work that has proved successful for Starmark clients. Danielle's work has received numerous honors including Gold and Silver ADDY Awards and a Best In Show, Mark of Excellence Awards from the American Marketing Association. Danielle is a graduate of the Art Institute of Fort Lauderdale.

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YAMILETH MEDINA
Web Developer & Content Manager
Tourism Experience: 6 years

Yami has a wide range of skills that she brings to Starmark. Before joining the digital team as web developer and content manager, she graduated from Florida International University and has worked in both tech and marketing.

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PENI LONG
Production Designer
Tourism Experience: 19 years

Peni is a talented artist and graphic designer with nearly 25 years of experience. At Starmark, her responsibilities include producing print ads, brochures and collateral materials, as well as photo retouching and logo design. In previous positions, Peni led design projects for print, designed and managed the layout of commercial ads for newspapers, and prepared all approved creative for output. Peni has created work for an impressive list of clients including HCA West Florida, Prudential Financial Services and Universal Resort, Orlando.

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1A-B. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | MEET OUR STARS



MARK GONZALEZ
Senior Front End Developer
Tourism Experience: 6 years

With more than 17 years of experience as a web developer, Mark has a passion for delivering elegant, user-friendly solutions effectively and efficiently and prides himself on his excellent communication skills and a talent for troubleshooting and problem-solving. Prior to joining the Starmark team, Mark applied his talents to Nova Southeastern University, where he was the Senior Front-End Developer and Manager of the Web Development Team. In addition to his areas of expertise, he strives to stay up-to-date with current trends in web technology and takes pride in his creative vision, project management skills and dedication to being a team player.

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REINALDO DIAZ CASTRO
Software Developer
Tourism Experience: 15 years

Reinaldo has been working in the world of relational databases and unstructured data for 20 years. He is a specialist in relational database design and standardization and high-level programming languages. His technical knowledge is related to the development of algorithms for the extraction, cleaning, processing, classification, analysis and publication of data.

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SERGIO TARRAGO
Cloud Systems Engineer
Tourism Experience: 15 years

Sergio Tarrago is a talented Systems Engineer with more than 10 years of experience developing cloud technologies and hosting platforms. A Software Engineer graduate of CUJAE (La Habana), he specializes in web services integration, IAAS, PAAS, high-scale hosting, web security and performance tuning.

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1C. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | ORGANIZATION CHART

As an agile agency, Starmark operates in workstreams. What that means is that everyone collaborates with team members and managers from all disciplines to create roadmaps and accomplish work for our clients. We are not broken up into departments or silos with endless handoffs that complicate work. The team works together and know everything about the clients they work on.

Workstreams come in all shapes and sizes. What's important to know is that each workstream is autonomous, meaning it contains all the experts and skill sets required to support the clients in the workstream.

Team members will have direct communication with you the client to ensure they understand your feedback directly, can ask questions specific to their subject matter expertise, and ultimately know what you are looking for when they are developing the final product.

Managers coordinate these sessions, review the work to ensure its on strategy, ensure that change is not a wrecking ball to our plan, and ensure timeline and budget controls are in place.

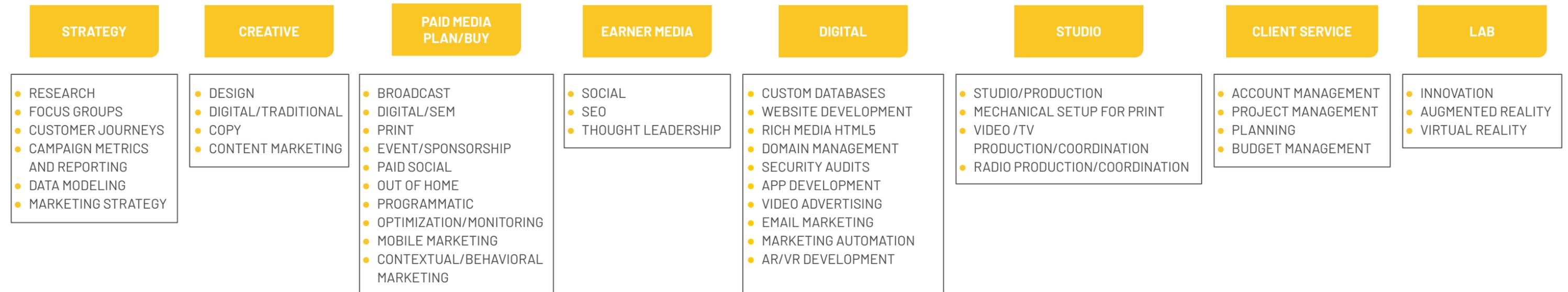
Leads are on call and support the workstream as needed to ensure success.

Studio is also available on demand for support and delivery of non-strategic tasks as they arise in the project.



1C – D. ABILITY OF PROFESSIONAL AGENCY PERSONNEL | ORGANIZATION CHART

As a full service agency, Starmark offers all services to all our client in house. We partner with a select group of outside vendors for speciality services such as photography and video shoots. We are all digital in house too, including our cloud systems engineer who manages all our cloud infrastructure from web hosting to data warehouse.



ADDITIONAL RESOURCES AT THE READY

With over 25 years in the local community, Starmark has a vast network of available contractors that offer a wide variety of subject matter expertise available to us during peak work times. In addition, we are a well-known agency with a good reputation giving us strong recruiting power when we require full time talent to grow our business.

Defy Gravity.

It's about hope for a brighter future out there.

And that's what makes Starmark special.

It's our unique ability to help clients overcome the forces that hold others back.

It's our recipe for **stellar work and results** that are out of this world.

It's partnerships built for the long-haul

Because if you're going further, **who you journey with matters.**

Defy Gravity is our exhortation to think **beyond the mundane** to pursue your wildest marketing ambitions...with **wonder, curiosity** and **excitement.**

We've got the fuel to get you to the stars.

And beyond.



2. PROJECT APPROACH | SCOPE OF WORK MANAGEMENT



2A. OUR APPROACH | AGILE METHODOLOGY



DISCOVER THE BREAKTHROUGH METHODOLOGY THAT **SETS US APART FROM THE REST** – DRIVING BETTER RESULTS AND HIGHER CLIENT SATISFACTION.

As an Agile Agency, we have a process that makes complex projects radically more transparent, efficient and enjoyable. For those who are new to us, we look forward to introducing you to a new way of working with an agency that will change your standards from here on out.

We live and breathe this approach in everything we do and every service we provide. Your account will include a cross-functional team with expertise spanning all key disciplines. These experts will work directly with your team and our colleagues at partner agencies. All deliverables and success criteria will be conveyed in plain, jargon-free language, so everything is crystal clear and misunderstandings can be minimized. Together, we build shared ownership to work more creatively, yet efficiently and effectively, to meet or exceed your business goals.

OUR APPROACH FOR THIS PROJECT:

- 1. Program Context Workshop.** Defines why this projects exists. This strategic session involves all participants collaborating to define program context, key drivers, project research, target audience, critical success factors and known risks.
- 2. Project Roadmap.** Includes experts from each discipline, (account service, writing, design, UI/UX, developers, content management, analytics, project management, etc.) Together we develop a working project roadmap that outlines the scope for all deliverables needed to achieve program success.
- 3. Project Planning:** Creates a timeline for deliverables by sprint to ensure all parties understand when they are needed to complete, review and approve the work.
- 4. Sprint Planning:** Divides the full project into a series of manageable deliverables every two weeks. This 2-week window is called a "sprint". Our belief is that clients should never wait longer than two weeks to see finished work product. Once the roadmap and plan are approved, sprint deliverables are set according to roadmap story priority. No matter how big or complex your project, you get completed, tangible items every two weeks.
- 5. Weekly Status:** Reviews all stories in three areas of focus: 1) Those in client review, awaiting approval. 2) Those planned to finish this sprint with any client collaboration still needed. 3) Priorities for the upcoming sprint - confirming we're all still aligned. We know client needs change: our process handles it without breaking the back of the project.

2A. OUR APPROACH | AGILE METHODOLOGY: 1. PROGRAM CONTEXT WORKSHOP

PROGRAM CONTEXT WORKSHOP: “Why this project exists”

The first collaborative client/agency meeting is the Program Context Workshop. It involves all participants working together to define program context, key drivers, critical success factors and known risks. Program Context establishes mutual understanding of the Monroe TDC and VFK teams needs and provides foundational information needed by the Starmark team for the subsequent Project Roadmap Workshop.

WE EXPLORE SIX STRATEGIC TOPICS:

Business Context: Why does this project exist? Assessing the current market situation, positioning, competitors, features, business needs, attributes, challenges. What new/unmet needs are being addressed? What other projects does this relate to? Who are the stakeholders?

Goals: What does this project need to accomplish? How will things change as a result of this project’s success? What things does this project need to enable for the business? What are the metrics and organizational goals? What does this project mean to the stakeholders?

Platform/Approach: What do we need to produce? What we are working with? Example: existing vs. desired technologies? Integrations that need to occur. Interdependencies. Budget and schedule details.

Success Factors: For this project to succeed, what things need to happen? Reviews and approvals. Quantifiable and measurable KPIs. Documentation and research/testing. Education and communications. Coordination, mistakes to avoid. How does this project need to be run? Escalation and governance.

Risks/Open Issues: Unknowns, questions and potential challenges. Things, people and roles we know may be a problem. Externalities—things we cannot control (approvals, resources, interfaces). Things we don’t yet know. Questions that we need to ask.

Doneness: Understanding the criteria that will be used to determine what “finished” looks like. Aesthetics and experience, presentation, communication, customer journey and flow. Testing, validation, functionality, recognition and acceptance.



Deliverable: After the session we will deliver a transcribed Program Context report prior to our Project Roadmap Workshop.

2A. OUR APPROACH | AGILE METHODOLOGY: 2. PROJECT ROADMAP

PROJECT ROADMAP: “What we need to deliver”

We start with an internal team session that includes experts from each discipline (account services, writing, design, interactive developers, production, project management, etc.). Together we develop a working roadmap that covers both business context and tactical deliverables based upon our understanding of the project.

We then invite the project stakeholders from the TDC to join us for a collaborative session. We walk through our working roadmap and our thinking to date. Then all of us – Monroe TDC and VFK team and Starmark – talk about the business context and which tactical elements make sense vs. which don't. We add items, cross out others and change wording; all fueled by your needs, feedback and perspective. When our session is done, everyone leaves with a mutual understanding and clear agreement on what is needed and what we're going to deliver.

A finished marketing plan roadmap delivers these six elements:

Clear Scope: Identifying all the “stories” (project scope) that will be delivered. Scope is independent, negotiable, valuable, estimable, small and testable.

Structure: A natural grouping of stories into a logical framework that helps everyone plan and work more efficiently. We call this an “epic”.

Success Criteria: How do we know when the story is complete? When all the success criteria are met.

Issues/Risks: What are the questions or items that still require resolution?

Priority: Assigning every story one of three priority level informs planning and scheduling.

Cost: We estimate the hours required for each “role” on a story based on the roles required to complete all the success criteria. Total story costs will fit within the final approved project budget. Sometimes the cost of a story can affect the delivery phase, or the story may be modified to reduce its hours. Some stories may be assigned to the VFK team if it is something that can be accomplished in house.



The Starmark team will begin the Roadmap, which will then be reviewed by the Monroe TDC and VFK teams and Starmark team in an all-day meeting.



Deliverable: After the session we will deliver a presentation with photos and transcriptions of your roadmap along with a phase summary quote that breaks down the costs according to the priorities you identify during the walkthrough.

2A. OUR APPROACH | AGILE METHODOLOGY: 3. PROJECT PLANNING

The first two steps cover in detail our approach to the project - or any project we take on at Starmark - in order to create mutual understanding and team alignment with you, the client, quickly and early.

Upon completion of the roadmap, the Starmark team will hold a Project Planning session, which has a few outputs, including timing, and budget allocation.

With Agile, everyone on the team is working starting in Sprint 1, unlike waterfall where some people are waiting on others. Every team member - copy, analytics, UI/UX, front end, back end, and IT - looks at the stories that were designated in Priority 1, and then sequences them for their role to indicate which sprint that story will be completed.

A **"Project Plan"** is then generated, which outlines when deliverables from the roadmap will be ready for review by sprint. Depending on how long client review time takes, every deliverable in the roadmap should be able to be completed in one to two sprints.

The **"Phase Summary Budget"** outlines the budget allocation for every deliverable as a line item, and, which month that deliverable will be invoiced as it is completed. This allows for open and transparent budget controls. Any deliverable that is discussed in the roadmap, but not included in Phase 1 may be held back for future work or a future phase. Everyone is aware what is included for the release of Phase 1, as opposed to what is planned for future releases.

COST ESTIMATES AND CONTROLS

Cost estimates are developed based on approved contracts and rates. Regardless of the estimate, if there is a change in scope or the project necessitates additional time, the Agency will not increase an estimate unless it is pre-approved. Our estimate review process is digital and is based on daily time sheets that are completed by all Starmark employees.

	TOTAL	AS-VP	AS-M	AS-C	C-CD	C-ACD	C-AD	C-COPY	PROD	I-DH	I-BE	I-FE	IT	PM/OA	PR	M-STRAT	M-SSS	M-MEDIA	M-RA
Sprint 196 - 2/20 through 3/3	1	6	6	0	8	8	0	0	8	8	8	8	6	0	0	8	8	8	8
Sprint 197 - 3/6 Through 3/17	2	1	4	0	1	1	0	0	0	2	0	2	0	0	1	22	3	0	5
Sprint 198 - 3/20 Through 3/31	3	1	4	0	0	0	0	0	0	0	12	4	12	0	0	1	0	0	0
Sprint 199 - 4/3 Through 4/14	4	0	3.5	0	0	1	0	0	0	5	9	8	0	0	0	1	0	0	0
Sprint 200 - 4/17 Through 4/28	5	0	9	0	2	2	0	0	1	9	88	34	0	0	1	3	4	0	16
Sprint 201 - 5/1 Through 5/12	6	0	11	0	3	2	0	0	4	2	12	10	0	0	1	19	19	0	2
Sprint 202 - 5/15 Through 5/26	7	0	5	0	9	8	0	0	0	6	18	12	0	0	1	37	2	0	0
Sprint 203 - 5/29 Through 6/9	8	0	3	0	5	0	0	0	0	2	16	11	0	0	0	47	0	0	0
Sprint 204 - 6/12 Through 6/23	9	2	7	0	5	19	0	0	3	3	0	18	0	0	1	42.6	6	0	0
Sprint 205 - 6/26 Through 7/7	10	0	27	0	18.5	29	0	0	18	5	76	117	0	0	1	73	3	0	0
Sprint 206 - 7/10 Through 7/21	11	0	15	0	11	14	0	0	4	9	8	44	0	0	0	24	3	0	0
Sprint 207 - 7/24 Through 8/4	12	0	16	0	10	10	0	0	5	4	0	8	0	0	0	3	0	0	0
Sprint 208 - 8/7 Through 8/18	13	0	9	0	0	0	0	0	4	0	4	12	9	0	1	0	8	0	2
Sprint 209 - 8/21 Through 9/1 - Go Live	14	0	6	0	2	3	0	0	4	0	26	20	6	0	0	6.5	0	0	0
Sprint 210 - 9/4 Through 9/15	15	0	12	0	11	21	0	0	17	5	32	31	21	0	1	9	2.5	0	0
Sprint 211 - 9/18 Through 9/29	16	0	2	0	0	0	0	0	0	0	36	8	0	0	0	1	0	0	0
Total		10	139.5	0	85.5	118	0	0	107	60	341	347	33	0	8	297	58.5	8	33

Creation of the Project Plan (above) identifies the capacity by role by sprint, so that we can see how many resources are needed every sprint to accomplish the project on time.

Sample Phase Summary Budget (left) and Project Plan (right). Each row on the document is the name of a deliverable (what we call a User Story) from the Agile Roadmap. These documents are only created after a client and team walkthrough of the roadmap are complete.

Category and Foundation	Sprint	Priority 1	Priority 2	Priority 3
Build a news page for lawyers and admins to stay up to date with business updates and platform features				\$3,350.00
Determine best solution for archiving videos for closed cases in order to save money				\$5,000.00
Stakeholder interviews to inform project goals and align on business context (UCR)	1			\$1,700.00
Stakeholder interviews with lawyers who are considered power users to inform and understand pain points along the funnel	1			\$1,500.00
Perform competitive analysis to better understand competitive landscape	1			\$1,600.00
Create ER diagram for Dev to understand and document how all the systems integrate	1			\$2,800.00
Setup and configure 3rd party digital asset management tool	1			\$5,640.00
Create personas that will inform the success of the project	2			\$2,700.00
Create DEV, UAT and Prod environments	2			\$1,500.00
Create wireframes of the user interface to get approval before we start UI for efficiency	3			\$5,320.00
Establish app store accounts for iOS and android for deployment	3			\$480.00
Define authentication process for all users	4			\$4,080.00
Establish KPIs to inform and track progress towards the program goal	4			\$1,600.00
Create a reporting data model to store data accurately for reporting	4			\$1,600.00
Create a dashboard to display user behavior	8			\$2,180.00
Ability to connect RB functionality into our app/mobile (schedule/r roadmap)	8			\$2,280.00
Create a launch plan to ensure going live runs smoothly	8			\$1,580.00
Monthly dashboard reporting (1)	13			\$1,200.00
Monthly maintenance plan to ensure platform is functioning and updated (1)	13			\$1,200.00
Create a content strategy deck to train client on how to use the admin portal and video platform	13			\$1,880.00
UCR Features				\$3,840.00
Define admin functionality for archiving videos based on approved solution	3			\$2,100.00
Create user journey to understand the ideal use case for admins	4			\$3,940.00
Build user group with roles/permissions in the Admin	5			\$4,140.00
Design Admin functionality for uploading transcripts to associated video	5			\$3,680.00
Utilize admin self the shell user interface to save time and money	7			\$3,840.00
Provide a method for tagging videos in DAM and in our admin	8			\$4,800.00
Rollout/review of admin portal to collect client feedback	8			\$4,800.00
Extension (case closed)				\$8,540.00
How to separate video for lawyers and staff to understand the value and sign up				\$4,140.00
Targeted social media ads to lawyers and adjusters, legal aids and insurance companies to promote UCR services	8			\$5,580.00
Create a landing page to collect new leads to push to Zoho CRM	8			\$2,240.00
Dev Email templates for new leads	8			\$2,240.00
E-commerce				\$3,600.00
Setup and configure 3rd party payment gateway				\$3,600.00
Users can click to pay for videos that are not yet paid for to get instant playback access				\$6,090.00
Users can request access to view a video				\$2,420.00

Category and Foundation	Sprint	Priority 1	Priority 2	Priority 3
Stakeholder interviews to inform project goals and align on business context (UCR)				
Stakeholder interviews with lawyers who are considered power users to inform and understand pain points along the funnel				
Perform competitive analysis to better understand competitive landscape				
Create ER diagram for Dev to understand and document how all the systems integrate				
Setup and configure 3rd party digital asset management tool				
Stakeholder interviews to inform project goals and align on business context (UCR)				
Stakeholder interviews with lawyers who are considered power users to inform and understand pain points along the funnel				
Perform competitive analysis to better understand competitive landscape				
Create ER diagram for Dev to understand and document how all the systems integrate				
Setup and configure 3rd party digital asset management tool				
Create user journeys to understand the ideal use case for lawyers and paralegals				
Create personas that will inform the success of the project				
Create DEV, UAT and Prod environments				
Create wireframes of the user interface to get approval before we start UI for efficiency				
Establish app store accounts for iOS and android for deployment				
Create user journey to understand the ideal use case for admins				
Architect a multi-tenant platform for future growth in search, payments, commissions, etc				
Let lawyers make short video clips from full deposition videos				
Design a mobile first, yet usable the UI/UX that is familiar to lawyers				
Create a new brand identity				
Define authentication process for all users				
Establish KPIs to inform and track progress towards the program goal				
Create a reporting data model to store data accurately for reporting				
Build user group with roles/permissions in the Admin				
Build a page to display a list of videos based on lawyer				
Build video page that is based on approved design				
Build out site global elements based on approved design				
Let lawyers download PDF transcript of deposition and exhibits				
Let lawyers download video clips on desktop				
Develop a method for lawyers to receive push notifications				
First time login users we need to have them accept terms and conditions				
Design Admin functionality for uploading transcripts to associated video				

2A. OUR APPROACH | AGILE METHODOLOGY: 4. SPRINT PLANNING

While Project Planning looks at the project entirety to create a timeline from beginning to end, a Sprint Plan focuses all discussion and deliverables on what we need to do to deliver work in a two-week period of time. We do this by breaking down large project plans into two-week cycles, and the work within a sprint can all be accomplished within the sprint.

Each sprint, we work with you to let you know how much of your time will be needed in that sprint. We may ask for access or assets ahead of the sprint to ensure we have what we need on day one. We set up reviews with you toward the end of the sprint to review the work and get feedback. We also discuss what we plan to do in the following sprint and align with you to ensure priorities have not changed. It's important for both teams to confirm we're still on track without anything forgotten.

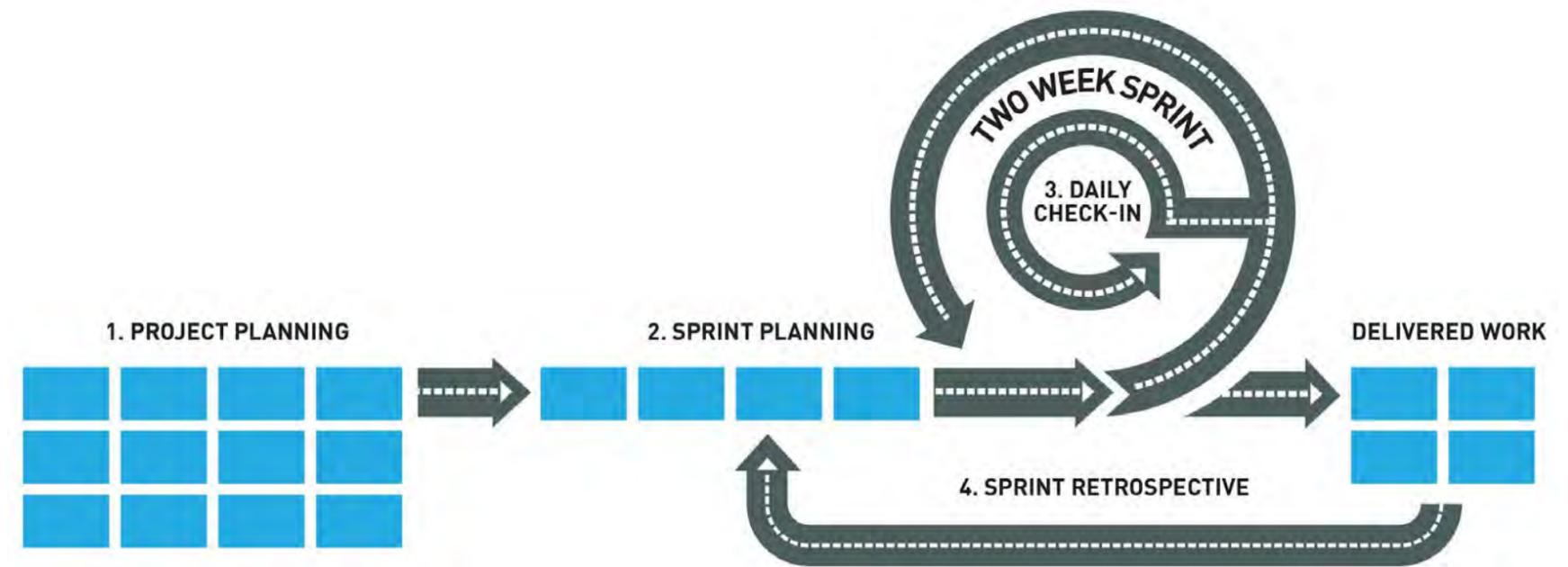
DAILY TRANSPARENCY

Our Agile Workstreams (which include both account and team) do quick check-ins each morning to assure the team full transparency regarding status of active deliverables, scope changes, new scope and/or cancelled work. Any project work you've approved, changed or canceled can be reconciled on your roadmap quickly and easily – with no hidden surprises.

Conducting a Retrospective after the first few sprints is a critical step when partnering with a new client. The goal is for our team to collect feedback from you and discuss how to make the following sprint run even smoother. Once we have worked through a few sprints and everything is running smoothly, those Retrospectives become optional. However, we do want to ensure there is always a feedback loop available, outside of immediate work deadlines. A retrospective assures this for all parties.

BUSINESS FLEXIBILITY

Because we work in two-week sprints and always plan for change, flexibility is baked right into all our processes, including accounting. Should you need to shift gears or adapt quickly to evolving business needs, it won't be a painful process.



2A. OUR APPROACH | AGILE METHODOLOGY: 5. WEEKLY STATUS

Status meetings with clients are an important part of the Agile methodology to include facetime and discussions about programs and how they are progressing. They are the equivalent to the internal daily check in, but with the client. Focus should be on past accomplishments (that may still need approval), current priorities and upcoming work.

Agile weekly status reports (shown at right) include a list of all approved stories (project scope) that were developed during the roadmap. Using the exact name of the deliverable from the roadmap helps reduce noise and waste as everyone who participated in the roadmap is already familiar with the deliverable.

The report also includes current state of story and planned end dates according to the **project plan**. Status is presented based on delivering completed work - not based on tasks.

Upcoming work is also discussed to confirm priority. Even the best project plan will require priority adjustments months down the road. This method makes that simple and does not derail the project in any way. If you plan for change at the beginning of a project, then change is easily absorbed when it happens.

Our unique approach was featured in *The Wall Street Journal*: we were interviewed for an August 2019 article about Agile Methodology. Read all about it at starmark.com/wsj



STARMARK BIG IDEAS					
On Review with Client					
Story	Current State	Planned End	Days	Days	Days
ABC-104 Lead Gen Initiative		04/24/17			
Landing Page Design		03/24/17			36
Lead Gen List Page Design		03/24/17			36
Infographic Video Production		04/24/17			5
ABC-104 Second Phase		04/24/17			
Potential Pathways Outcomes Interactive Tool		05/05/17			12

Planned for completion on or before 05/19					
Story	Current State	Planned End	Days	Days	Days
ABC-104 Lead Gen Initiative		06/02/17			100%
Lead Form widget Production via API	In Progress	Not Assigned			100%
Live Chat Production	Internal Review	04/07/17			100%
UAT QA & Feedback	Ready	04/21/17			100%
Phased user & focus group testing on prototype (1 of 2)	Planned	05/08/17			100%
ABC-104 Second Phase		05/08/17			71%
Webpage Blocks: Accordions, Staff, Accreditation	In Progress	05/10/17			48%
Program Concentrations Module	Ready	05/10/17			100%

Upcoming Work					
Story	Current State	Planned End	Days	Days	Days
ABC-104 Lead Gen Initiative		06/11/17			100%
Partner Logo Grid	Planned	06/02/17			0%
Detail Page Refinements	Planned	06/02/17			0%
Website Style Guide	Planned	06/02/17			0%
Phased user & focus group testing on prototype (2 of 2)	Planned	06/02/17			0%
Meet your Counselor	Planned	06/16/17			0%
Success Stories List/Detail	Planned	06/16/17			0%
Upcoming events widget	Planned	06/16/17			0%
Ongoing landing page optimization program	Planned	06/16/17			0%
Event Detail Page Design	Planned	06/30/17			0%
Related Content Widget	Planned	06/30/17			0%
Widgets map showing all locations	Planned	06/30/17			0%

Action Items					
Item	Assigned To	Due Date	Status	Comments	Days

Key	
Project	
Story	
Issue	
Request	
Story has blocker	

Current	5/18/17	5/9/17	5/3/17	4/25/17	4/18/17	4/11/17	3/28/17	3/19/17	3/17/17	2/28/17	2/2/17
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- Deliverables currently on client review for previous sprints.
- Deliverables planned for completion in the current sprint. Notes are completed during the status meeting.
- Deliverables planned for future sprint according to the project plan.
- Action items from the weekly status call are documented here.
- Color Key
- Archive of previous week reports is readily available for reference.

2A. SCOPE OF WORK MANAGEMENT | ACCOUNT PROCESSES

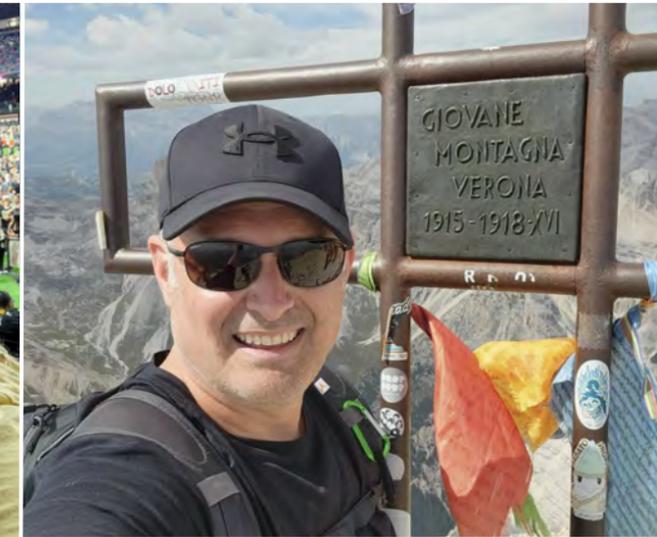
ACCOUNTING BILLING & REPORTING PROCESS

With unprecedented transparency, our billing system matches the exactly roadmap deliverables approved by the Monroe TDC and VFK team. Through our agency's collaborative Agile approach, Starmark's experienced accounting team will partner closely with your stakeholders to ensure mutual understanding and agreement on all Visit Florida Keys/TDC requirements and processes, including billing, workflow, monthly reporting, quarterly reconciliations and any other financial reporting needs you have. We have an online billing portal so you can access all invoices with a click, which includes the backup and proof of performance as an attachment to each invoice. Statements are readily available, aging reports, and quick online payments too.

2B. SCOPE OF WORK MANAGEMENT | INTEGRATED MARKETING

Your business will be supported by a dedicated Integrated Team who understands tourism, today's travelers and state of the art marketing technology that drives results. Instead of "breaking in" a new team, our team will hit the ground running.

- All Team Members have years of integrated brand messaging experience in the travel and tourism category.
- The Team has a proven track record with Amelia Island CVB, Greater Fort Lauderdale CVB, Boggy Creek, SeaWorld Parks & Entertainment, Carnival Corporation, Nickelodeon Hotels & Resorts and many other destination and travel brands.
- The success of this team working together is also recognized by agency peers and industry experts in the honors and awards received for the results-driven projects they have delivered.



2C. SCOPE OF WORK MANAGEMENT | DESTINATION CAMPAIGNS

WE'RE NO STRANGER TO COMPLEX CAMPAIGNS

We've helped create and steward master brands, sub-brands and sub-campaigns for clients like the Greater Fort Lauderdale CVB and Amelia Island CVB and Paramount brands, Nickelodeon Experiences and Nickelodeon Hotels & Resorts.

There's a lot that goes into creating a strategic creative campaign that can support versioning – creating consistency that supports the brand while allowing for flexibility to cater to sub-campaign needs.

But, fundamentally, our approach centers on the needs of various audiences at different points in their decision-making processes.

CREATIVE THAT WORKS WITH THE AUDIENCES YOU NEED TO WIN

Part of what makes these efforts challenging is making sure multiple stakeholders are aligned and in sync with the direction that performs with travelers. After all, we need to create work that influences in the living room, not just the boardroom.

That's why our process takes a more objective approach – making sure your creative work actually works in the minds of the people you're trying to entice. As different as they are, our goal is to find an approach that makes them more likely to dream of a trip to the Keys.

When we roadmap your project, you'll see stories to develop specific visitor profiles, prospect journeys and segments that correspond to your key visitor types for diving, fishing and cultural Umbrella Advisory Committee segments, as well as for your five District Advisory Committee (DAC) geographies. Then, when we develop the master strategy and brand platform for Visit Florida Keys, we'll use these same customer segments to test the effectiveness of our strategy, messaging and creative approach. It's more objective, and it's more effective.

As that creative development and testing progress, our team also starts exploring and validating the suite of sub-campaigns to address what your various audiences love about the different offerings of the keys.

And because we can develop a data infrastructure that supports this complex campaign structure, we can also report on and continuously improve our results. We'll be able to show, through attribution modeling, how brand campaign and sub-campaign efforts work in tandem to influence traveler behavior. We'll be able to show how various sub-campaigns perform among different audiences, and we'll be able to dynamically realign budgets to give you more bang for your media buck, based on what works.

3. PROJECT APPROACH ACCOUNT MANAGEMENT



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | STRATEGY PLANNING & MEDIA SERVICES

MEDIA BUYING EXPERIENCE

Starmark has four decades of strategic thinking, planning, buying and media execution experience. We understand the ins and outs of media buying to reach target audiences at all the right times in all the right places, including how to best target feeder markets and international audiences.

MEDIA PLANNING PROCESS

1. Define media objectives and target audiences based on the various lines of business.
2. A thorough media analysis is conducted by our media team:
 - Current Media Market Situation
 - Competitive Landscape
 - Case Studies
 - Analysis of Current and Recent Media Plans Against Metrics & Results
 - Research Paid Media Partners & Compare Proposals
 - Research Earned Media Opportunities & Successes
 - Analysis of Owned Media and What Can be Done to Best Harness the Opportunities

MEDIA NEGOTIATIONS AND STEWARDSHIP

Based on the media plan, our media team negotiates rates based on volume and anticipated annual spend. Our media buyers purchase on a quarterly basis to allow for tracking, responding and weekly optimization. Quarterly buys also allow for change. Tough negotiations allow for savings and for value added opportunities. Additionally, our team continuously reviews new media vehicles and submitted media kits for incorporation and experimentation to optimize our results.

CLOUD MEDIA TRACKING

Starmark maintains cloud media plans, asset tracking and delivery date tracking for all our clients with whom we have ongoing media agreements. It's a specialized system we can tailor to each client's needs to make sure nothing ever falls through the cracks and all information is transparent.

MEDIA BUYING PROCESS

Once the media plan has been developed, the media team provides a rationale for the selection of specific mediums based on reviewing all relevant market research.

An annual flowchart is developed. The plan outlines online and offline media outlets and monthly spend based on the budget parameters. A totally integrated plan also includes the cross-mix of social media (both organic and paid) as well as earned media opportunities (like email marketing efforts using existing databases).

3A. PROJECT APPROACH ACCOUNT MANAGEMENT | STRATEGY PLANNING & MEDIA SERVICES

SOME OF STARMARK'S CAMPAIGN MEDIA PLANNING & BUYING CHANNELS INCLUDE:

- Broadcast
- Out Of Home
- Print
- Radio
- Digital/SEM
- Paid Social
- Programmatic
- Mobile Marketing
- Event/Sponsorship



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | TRADITIONAL STRATEGY & PLANNING

BROADCAST

Broadcast is a powerful awareness medium, ideal for targeting audiences at the top of the funnel. With DTV and streaming radio, you multiply that power by adding precise targeting capabilities to the mix.

The Starmark media team has 30+ years of media planning and buying experience, including extensive knowledge of digital and streaming opportunities. We were already exploring breakthrough digital capabilities on behalf of our clients when these technologies were in their infancy.

YOUR MEDIA ADVANTAGES AS A STARMARK CLIENT

We negotiate the most efficient and effective schedules.

- Our clients pay the same rate regardless of annual budget because we negotiate on the agency rate, not the client rate.
- Traditional radio, television and cable buys are negotiated based on 10% below Low SQAD cost per point.
- We're always on the leading edge of promotions with local stations because our campaigns are not about spots and dots but more integrated events and activations.
- We post all Television and Cable buys to 100% and monitor rotations for all campaigns.
- Digital TV analytics are based upon 90-100% completed views.

CONTINUED OPTIMIZATION

Our team continues to optimize all digital radio buys based on best performing creative and placement. The buys are market-specific, based on the objective and target audience. We then fine-tune the campaign bi-weekly to ensure we are reaching the right audience and negotiating the best added value.

For example: a local NBC station, WTVJ-FM, offered a client of ours the opportunity for the station to take their show on the road at a local event. This promotion garnered \$50,000 in added value, equating to 50%, based on the client spend.

THE MODEL FOR THE BEST IN CLASS TARGETING

Starmark's digital radio targeting and buying prowess inspired Pandora to develop a case study about us, using our Greater Fort Lauderdale Millennial Campaign as a best-in-class example of "how to target your audience on streaming radio".



pandora®

3A. PROJECT APPROACH ACCOUNT MANAGEMENT | TRADITIONAL STRATEGY & PLANNING EXAMPLES

OUT OF HOME

Today's out of home options and approaches are limited only by the imagination. Along with traditional billboards, bus shelters, and taxi toppers are unusual opportunities like liveries and rickshaws at activations and events; sidewalk chalk art; and Times Square billboards.

Starmark's philosophy: out-of-home should always be an open canvas for fresh thinking and buzz-worthy impact:

- When our team was asked to promote the new FLL parking initiative, (a series of improvements launched to reverse the airport's declining parking revenues), we placed digital boards around the airport and used high-traffic areas – like elevator doors, escalators and columns – for signage and wraps.
- The digital billboard along the main highway approaches to the airport featured a real-time counter. Every driver passing saw the big bold message about all the new FLL parking and the actual number of spaces open at the moment. The integrated campaign increased FLL's revenue by 12% over the prior year.
- For SeaWorld's Antarctica debut, we wrapped Hyundai cars and drove them on a 10 city tour to support the activation schedule. We included "countdown" billboards near the park to promote the grand opening.



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | TRADITIONAL STRATEGY & PLANNING EXAMPLES

- We strategically placed local Bus Shelters in Chicago, Boston and New York during the coldest time of the year to promote the warm Fort Lauderdale beaches:
 - In NY, we **heated bus benches** for guests who were waiting in the cold. In addition, we featured the Times Square board that can be seen during the New Year's Eve countdown and also serves as a huge backdrop for our activations.
 - In Boston we swapped out the digital display on the end of the shelter with **a live satellite uplink** to the beach where people could converse with "Mr. Sunny", win prizes and more.
 - In Chicago we branded a vending machine that gave away sunglasses for **a social mention**, which were then worn by people in the surrounding area, increasing our reach.

We've also partnered with many large corporate sponsors and brands over the years, including Dunkin, Southwest and Coke, to create engaging, unforgettable out-of-home activations for our clients.



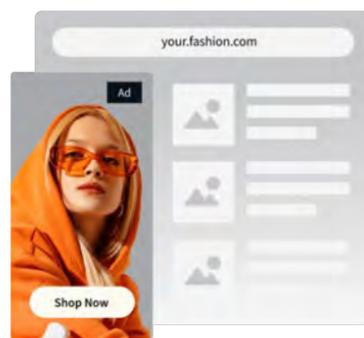
3A. PROJECT APPROACH ACCOUNT MANAGEMENT | DIGITAL MEDIA

DISPLAY, VIDEO, CTV, AUDIO, DOOH, RETARGETING

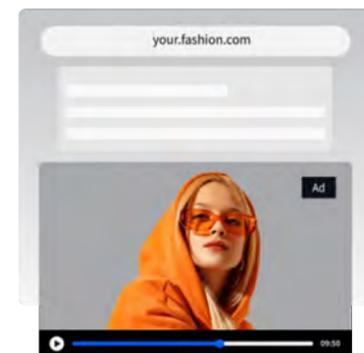
Our approach to display marketing is data-driven and results-oriented. Based on agreed-upon goals, we develop and implement programmatic campaigns designed to raise awareness and achieve key performance indicators. With access to third-party data sources, (like Oracle, Epsilon, Exelate, and others), we continuously target various in-market data segments.

By using geo-fencing technology we're able to serve specific audiences with ads on their mobile device while they're on the go. This also gives us the ability to track and report on if they participated in one of our target market activations and events. This "online to offline" tactic is a great way to increase foot traffic and attribution.

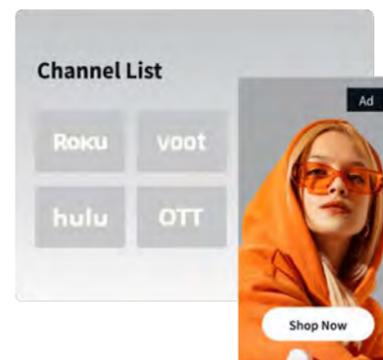
By utilizing a mix of display (ex: prospecting, lookalike, contextual), video, native and other tactics, we can reach the right audience with the right message at the right time.



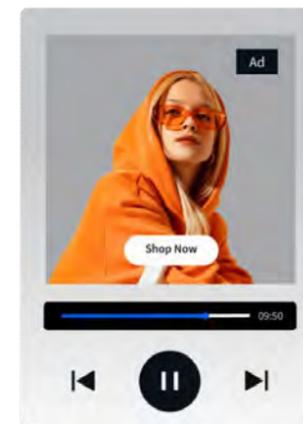
DISPLAY



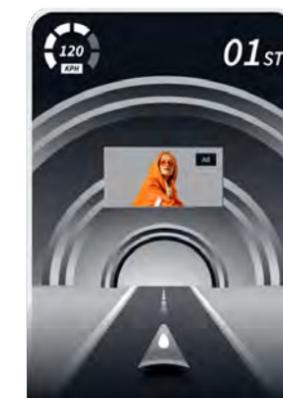
VIDEO



CTV



AUDIO



IN-GAME



DOOH

3A. PROJECT APPROACH ACCOUNT MANAGEMENT | PAID SOCIAL MEDIA

To effectively connect with your target audience and drive meaningful engagement, we craft strategic paid social campaigns across platforms like Facebook, Instagram, YouTube, TikTok, and more.

Campaign Structure for Success:

- Campaigns are designed with tailored objectives, targeting, and ad formats to meet specific goals.
- All initial audience segments, creatives, and ad copy are developed in Paid Social Planners, allowing for thorough review and approval prior to launch.

Optimization and Performance Tracking:

- Conversion tracking and pixel implementation are set up to measure success and optimize to KPIs.
- Campaigns are monitored daily, with ongoing optimizations that include:
 - Refining audience targeting
 - A/B testing ad creatives and formats
 - Bid and budget adjustments
 - Optimizing ad placements for performance

Audience-Driven Refinement:

- Advanced audience segmentation is leveraged to target users based on behavior, interests, and demographics.
- Lookalike audiences and retargeting strategies are used to expand reach and re-engage high-intent users.

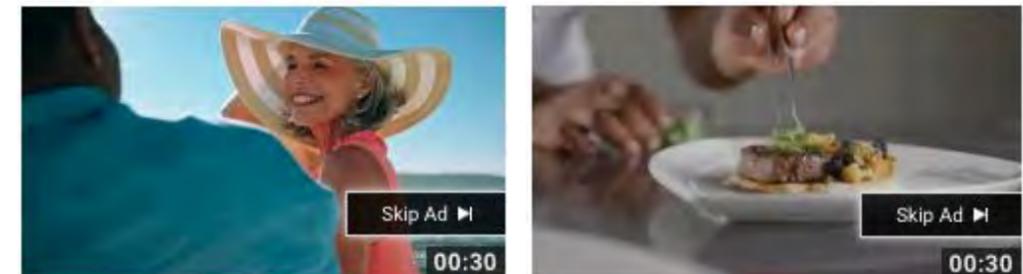
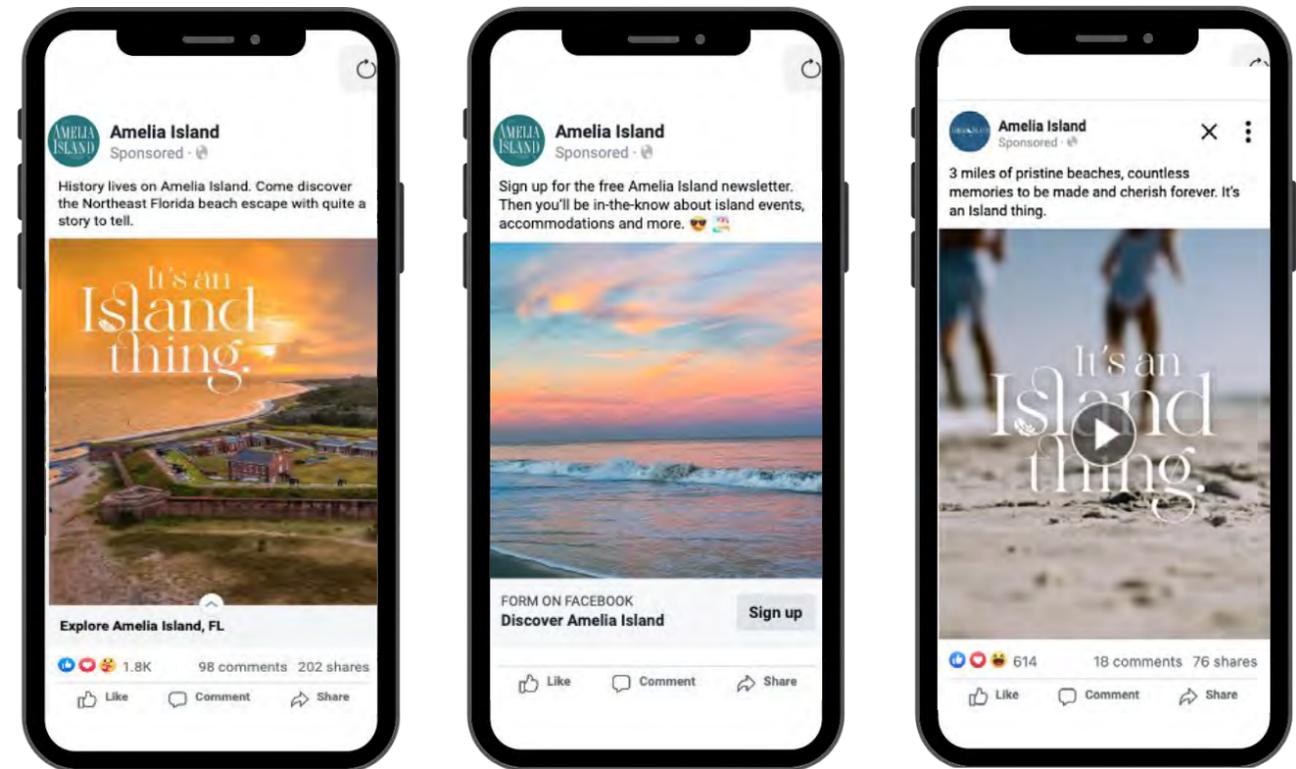
Creative Excellence and Testing:

- Ad creatives are continuously tested to identify top-performing visuals, headlines, and messaging.
- Dynamic creative optimizations ensure the most relevant content is shown to each audience.

Budget Management and Transparency:

- Budget forecasts are provided to help plan for both new and ongoing campaigns.
- You retain full ownership of your social media accounts, ensuring transparency and control over campaigns.

This strategy ensures a creative, data-driven, and audience-focused approach that aligns with the brand’s goals and delivers measurable results.



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | SEARCH ENGINE MARKETING

To maximize search engine visibility and effectively reach your target audience, we craft strategic branded and non-branded campaigns on Google.

Campaign Structure for Success:

- Campaigns are organized into tight ad groups to efficiently manage budget and performance.
- All initial keywords, ads, and extensions are developed in Paid Search Planners, enabling thorough review and approval before launch.

Optimization and Performance Tracking:

- Conversion tracking is implemented to measure success and optimize toward KPIs.
- Campaigns are monitored daily, with ongoing optimizations that include:
 - Keyword expansion and negation
 - Bid management
 - Ad testing and landing page testing
 - Ad group expansions
 - Geo targeting testing

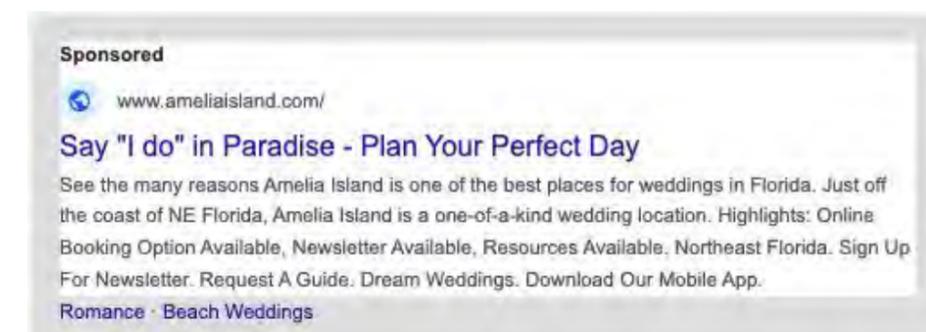
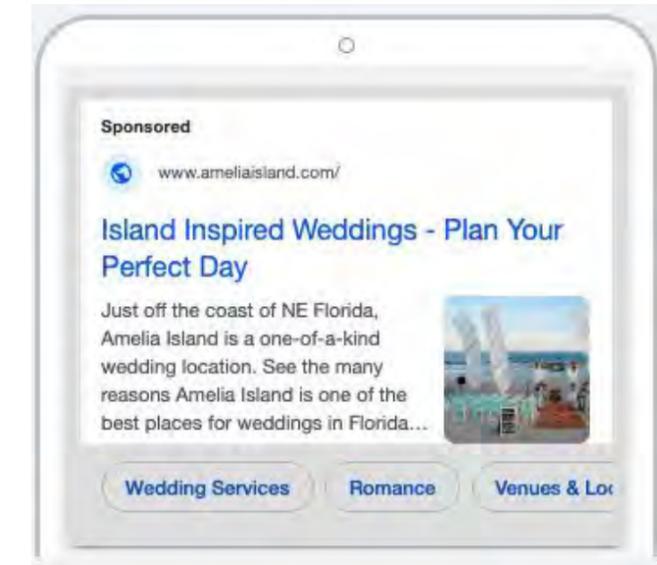
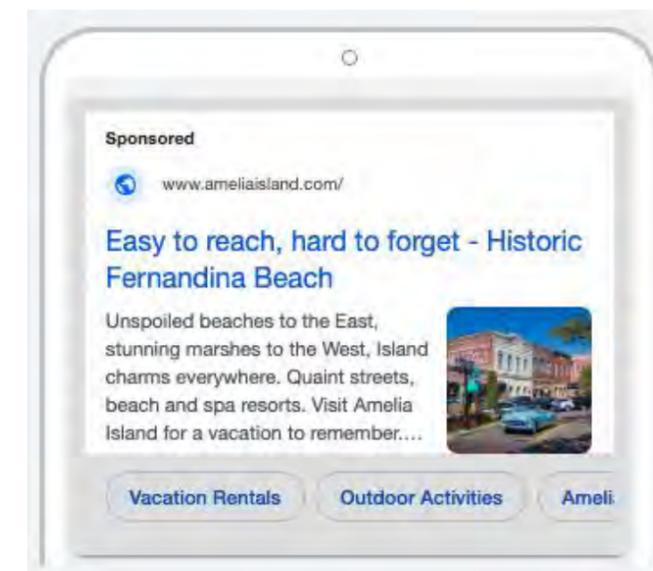
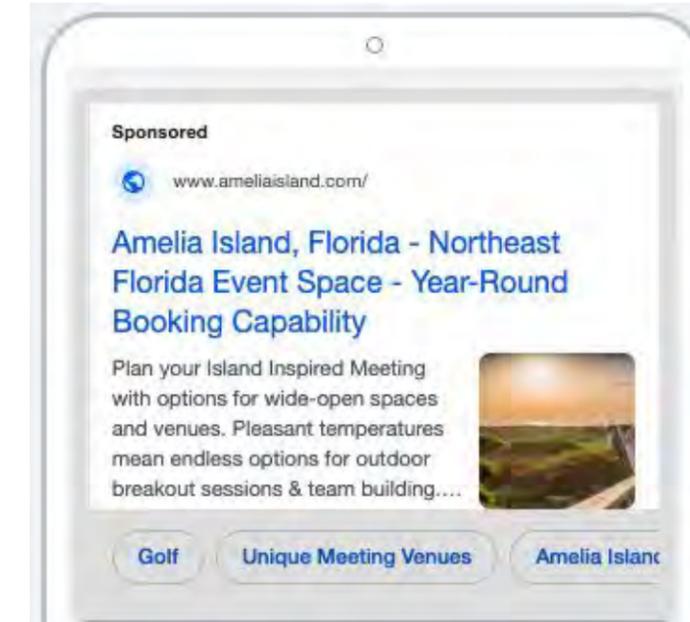
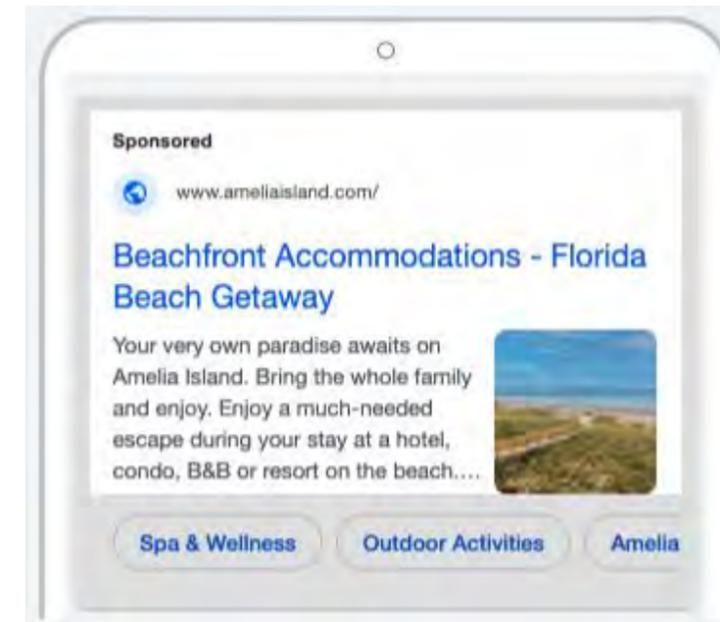
Audience-Driven Refinement:

- Audience segments are layered into campaigns to enhance targeting and refine bids for the most relevant audience.
- Customer Match lists are utilized for audience expansion and retargeting, ensuring a broader yet focused reach.

Budget Management and Transparency:

- Budget simulations are provided for both new and existing campaigns when needed, helping forecast at different spend levels
- You retain full ownership of your Google accounts, ensuring complete transparency and control over campaigns

This approach ensures a data-informed, audience-centric, and performance-driven strategy that delivers measurable results and aligns with business goals.

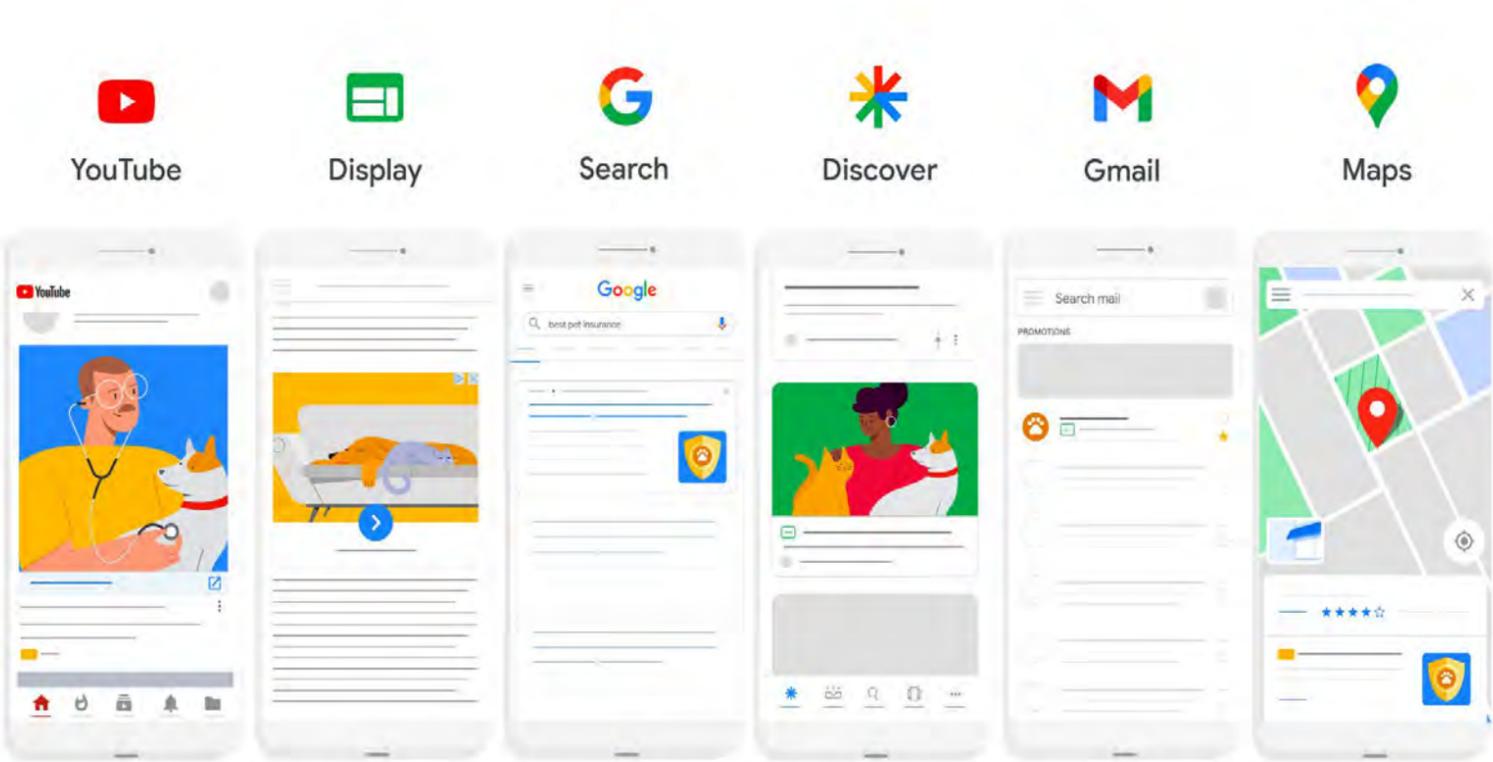


3A. PROJECT APPROACH ACCOUNT MANAGEMENT | GOOGLE PERFORMANCE MAX

Performance Max is a goal-based campaign type that allows performance advertisers to access all of their Google Ads inventory from a single campaign. It's designed to complement your keyword-based Search campaigns to help you find more converting customers across all of Google's channels like YouTube, Display, Search, Discover, Gmail, and Maps.

Performance Max combines Google's **AI technologies** across bidding, budget optimization, audiences, creatives, attribution, and more.

Responsive display ads **automatically adjust their size, appearance, and format** to fit just about any available ad space and improve performance. Google ads combines the various assets (images, headlines, logos, videos, and descriptions) to serve the optimal combination and size in ads across websites, apps, YouTube, and Gmail.



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | BUSINESS INTELLIGENCE

MEDIA EFFECTIVENESS

To optimize media effectiveness, (as well as other core marketing, recruitment and creative strategies), we use the scientific side of marketing: **data**, **analytics** and **technology**.

Our specialized suite of data science and predictive analytics services was created to address many unmet data and advanced analytical needs of our clients. With 25+ years of experience in business intelligence and predictive analytics, we are able to select the methods and technologies best suited to meet the objectives of each project.

Below are brief overviews of our consulting approach and the specialized services we offer clients:

What is Effective Data Science?

It starts with a deep knowledge of what makes data useful – or not useful. It also requires understanding how to structure the data, centralize and house the data, fabricate new data, and eliminate abnormalities to assure our foundation for analytics – the data – truly represents the population.

How Do We Leverage Predictive Analytics?

When you combine (1) High-quality data; (2) Leading-edge technology; and (3) Human expertise, you can generate new intelligence that didn't exist before.

- Predictive Analytics focus on future events.
- Business Intelligence Analytics focus on impact from past and current events.

Most importantly, analytics are actionable: a recipe for reaching targets at the best times and places, with more relevant appeals to boost response and conversion. Starmark combines the results of neural net models, which become inputs to a logistic regression model (i.e., a model of models). It's the best of both worlds, and it's only available from the data science experts at Starmark.

Welcome to DATA SCIENCE | Overview

WELCOME TO DATA SCIENCE

Too many business leaders today still base important marketing and sales decisions on general data, opinions or gut instinct. *The cost?* Wasted dollars and missed revenue opportunities.

DATA DRIVEN REWARDS

6X Profitability



Leading data-driven firms were **6X** more likely to report a competitive advantage in higher profitability (45% vs. 7%) and 5x more likely to report the same for customer retention (74% vs. 13%) compared to those lagging behind.

WHAT DO DATA-DRIVEN MARKETERS DO DIFFERENTLY?

They treat data as a core business asset: equal and as valuable to the company as cash, inventory, buildings, and equipment. When leveraged properly, data generates new customers at lower cost, increases current customer profitability and helps reduce costly attrition.

WHERE DO I START?

By realizing what **data-driven** means: Three core components supporting one another. A chef's metaphor is a great way to understand this relationship:



Data = ingredients. The more quality data we can collect, the more accurate a picture we get. Robust data drives stronger intelligence and actionable guidance.

Analytics = recipe. This is actionable business intelligence, like identifying best prospects, predicting marketing results, attributing every conversion accurately.

Technology = kitchen. These repositories store, extract, and transform the data, integrating with analytics to inform past/current efforts and to predict future outcomes. Today's capabilities far exceed anything imaginable 5-10 years ago!

3X Competitive Advantage & Revenue



Firms considered leaders in data-driven marketing were **3X** more likely to claim a customer engagement/loyalty advantage (74% vs. 24%) and almost 3x more likely to have higher revenue (55% vs. 20%) vs. those lagging behind.

Source: "New Report Shows Data-Driven Marketing Drives Customer Engagement & Market Growth", Forbes.com, January 8, 2015

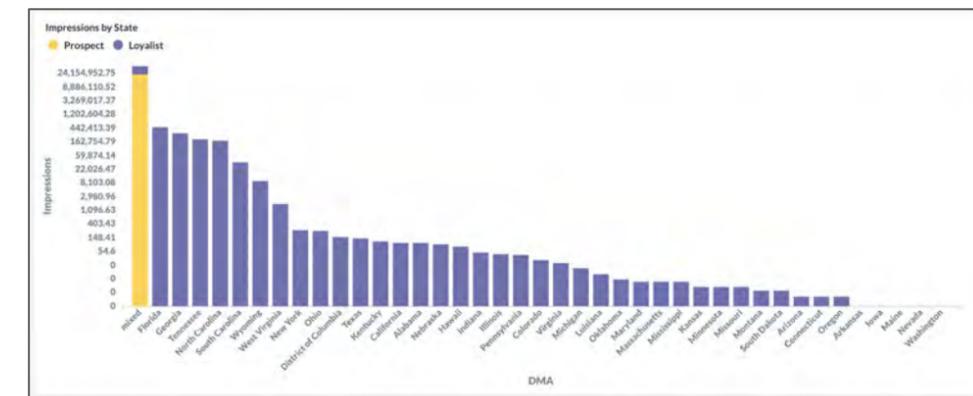
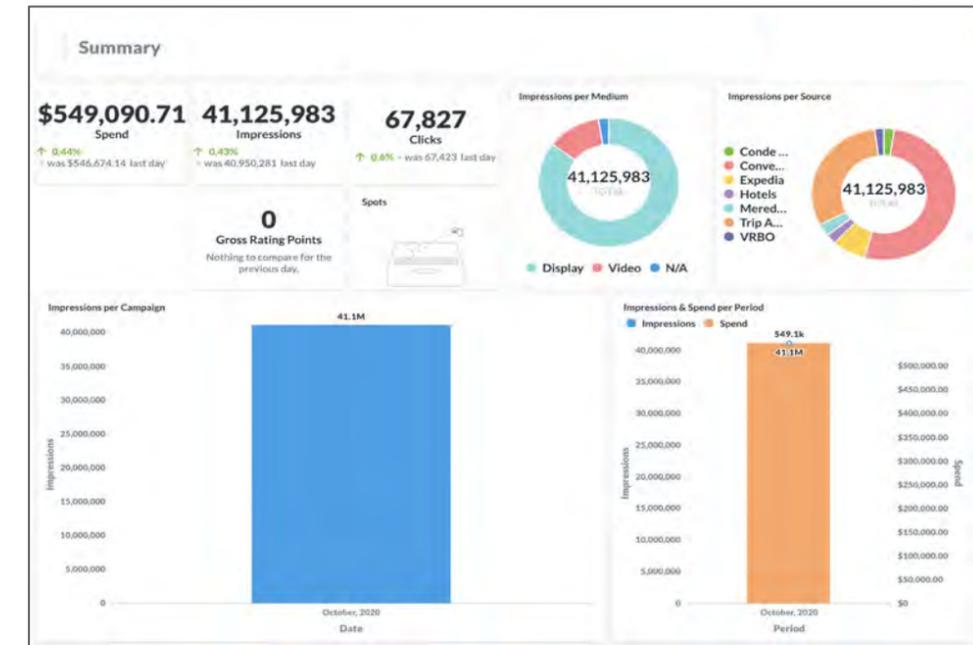
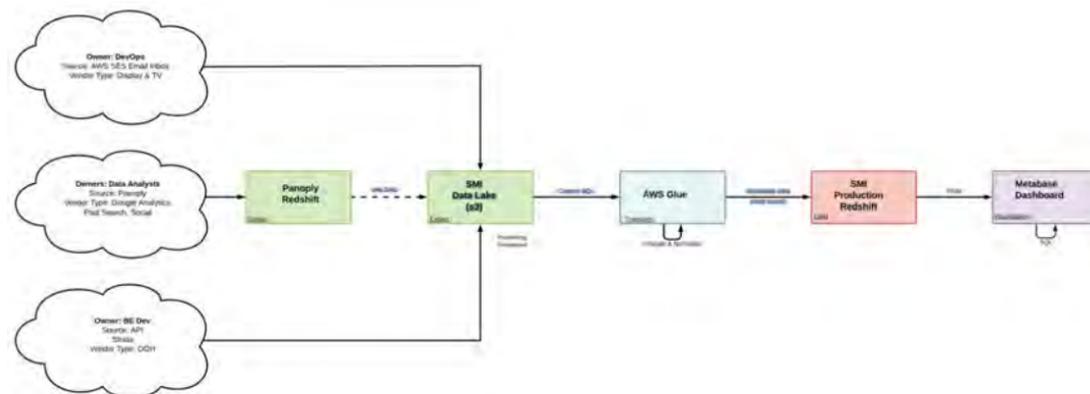
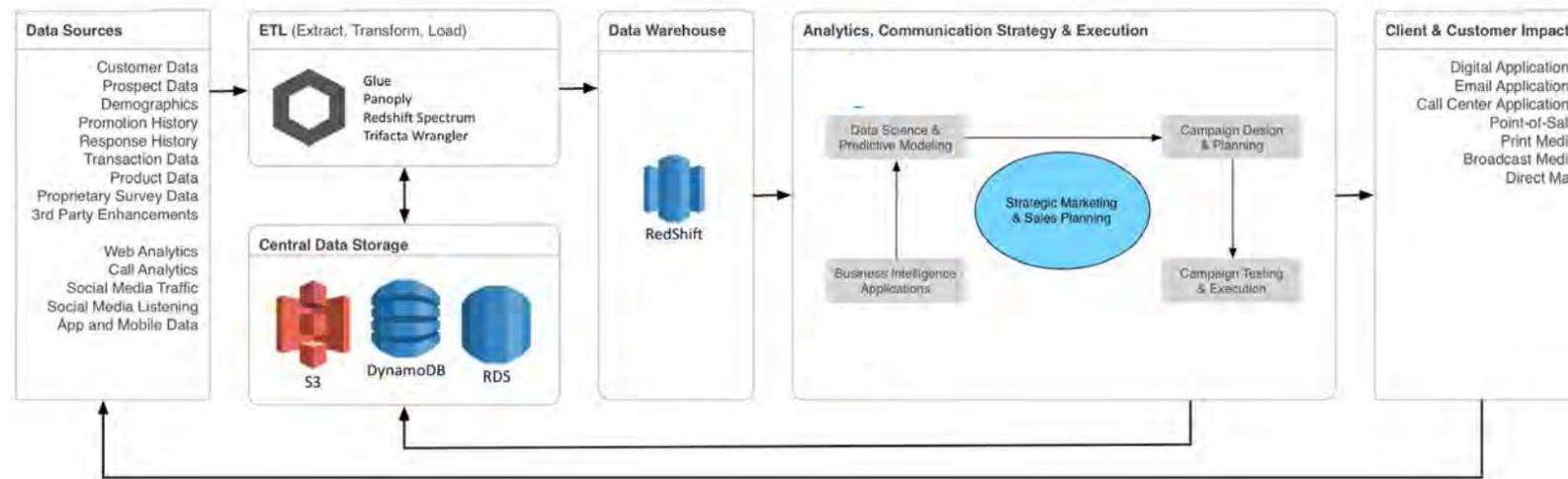
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3A. PROJECT APPROACH ACCOUNT MANAGEMENT | BUSINESS INTELLIGENCE

Data and Analytics-Driven Integrated Process

Tracking all media from all campaigns, channels and sources is critical to gaining insights and making optimizations to any media campaign. Having social, search, display and others, like OTT or broadcast, in different reporting formats reduces efficiency and effectiveness of media programs. Starmark has this all figured out with our data warehouse configuration that aligns all your media data in a single place:

- All reporting data from all sources feed to the Starmark Data Warehouse (DWH)
- All data is normalized and made consistent from all vendors
- Reporting dashboard aligns to the approved Measurement Strategy



3A. PROJECT APPROACH ACCOUNT MANAGEMENT | CUSTOM DASHBOARDS

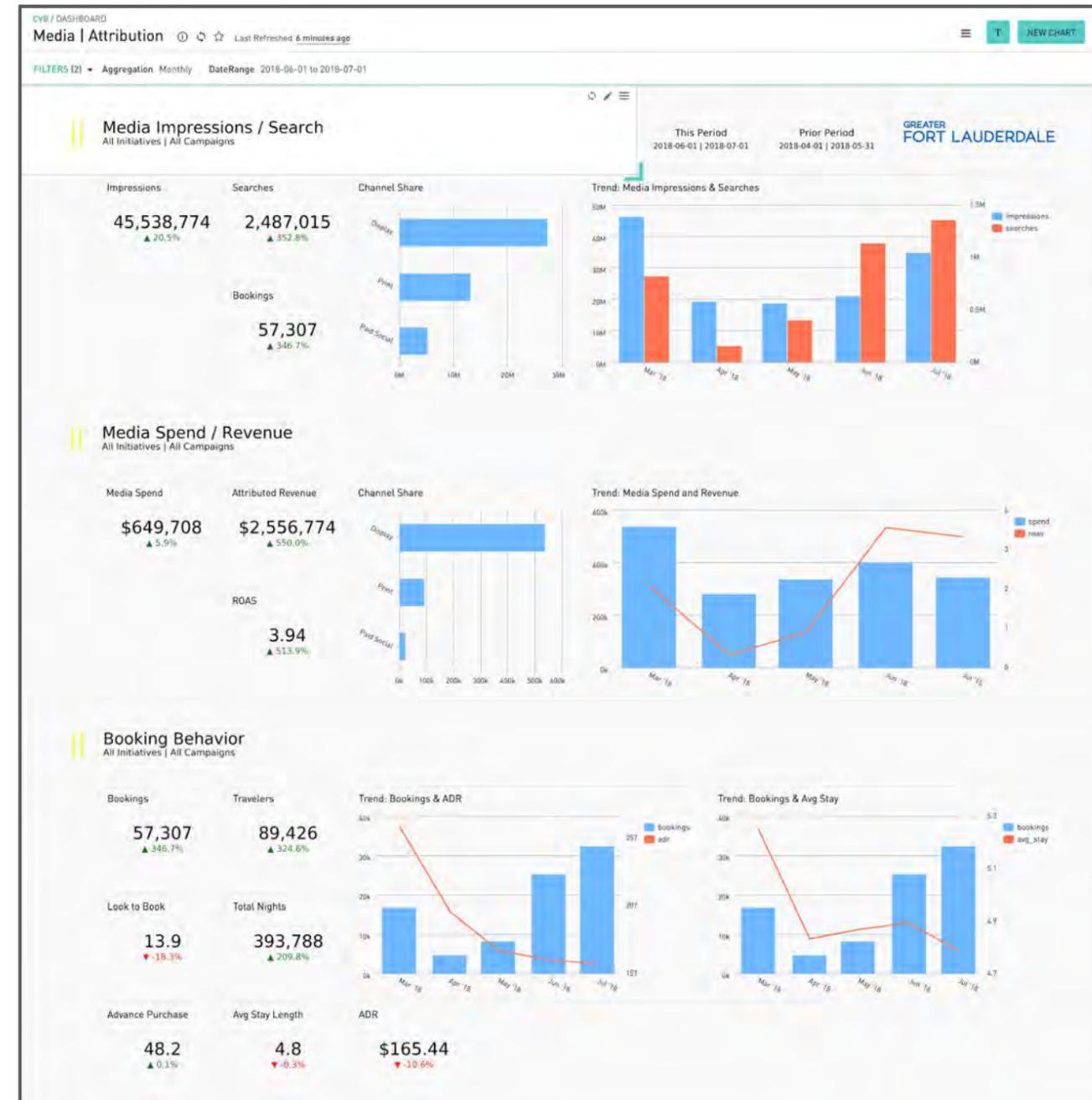
Integrated Dashboards

Following our philosophy that any marketing plan has to be traceable, measurable and actionable, we ensure that every key performance indicator (KPI) we select directly measures the performance toward your goals.

Starmark builds custom business dashboards to meet the reporting needs of any campaign or organization. These dashboards: 1) Include an easy visualization of all KPIs with insights and recommendations; 2) Establish an omnichannel view of your marketing campaigns and data sources, from website and call analytics to conversions and CRM data; 3) Enable real-time awareness of KPIs and campaign performance; and 4) Break down all results by campaign/medium/source with most relevant KPIs for each.

- The **Executive Summary dashboard** provides senior leadership with a global view of the overall performance and health of all ongoing campaigns.
- **Each campaign in turn has its own dashboard.** Those dashboards are organized in such a way that the overall performance is displayed first, followed by the campaign breakdown by medium (SEM, Social, Media, Display, etc.), then further broken down by Source (SEM: AdWords, Social Media: Facebook, Instagram; etc.)
- The **final dashboard provides intelligence** on all organic traffic whether related to the website or social media accounts

Each concludes with actionable insights and recommendations. As example, if we're evaluating the optimal cadence of our creative updates, we may recommend creative refreshes. Perhaps 7-10 days for SEM; 12-14 days for social or a full month for display, etc.



3B. PROJECT APPROACH ACCOUNT MANAGEMENT | RESEARCH & BUSINESS INTELLIGENCE: TARGET PERSONAS

During the roadmapping process **described in section 2 pages 22 - 27**, all of our **target audiences** will be defined, and a user journey created for each. The journey will outline their wants, needs and possible points of friction, as well as the business requirements needed for each.

We analyze 2 years of customer data to create profiles that we can then use to target our media buying.

Travel Industry Professionals (which includes tour operators and travel agents) want to understand the experience their clients will have. They want reputation and credibility to be reinforced. They want simple resources and guides - such as a toolkit - so everything is at their fingertips. They may want to request more information directly, sign up for a trade specific newsletter, and probably will want their own FAQs too.

Media and public relations professionals may need access to a media contact, or want access to the approved content library, or may need to schedule a tour. High level information and press specific events are also important to them.

Meeting Planners have very specific needs, and may have a meeting RFP ready to send for proposal. This area really needs to sell the benefits of the destinations for hosting meetings. An inspired page for them should include the RFP form front and center, have an overview video, features things their attendees can do, where they can dine, unique venues that may not be available anywhere else, and their own set of FAQs.

Sports visitors want to understand facilities that are available for their sporting events. Are those venues full service, are they nearby the accommodations, will it be a seamless experience for the athletes and the fans who attend.

All these use cases will be deliverables in the final roadmap, aligned and approved before creative and development begins.

Computer Modeled Profiles & Personas: Analyze 1 to 2 years of userdata to create profiles that guide the team to craft more personalized 1:1 design/copy that resonates with target audiences by sharing relevant beliefs, motivators, fears, pain points, other details.

City Girl Cindy
Age: 36 | Married | Renter | Kid | Income 85k

Living in the city as a mother can be very stressful. My husband and I are working all the time, and when we do have time, we are taking care of my son, Ezra. Lately I feel like we haven't been able to do anything fun together, and it is weighing on both me and my husband. My husband and I would like to do some parenthood bonding, and bring him somewhere fun and relaxing, far away from the city.

Hopes: Cindy hopes to take her son somewhere nice that he would enjoy so they can enjoy some bonding time away from the city. She has limited vacation time, but wants to vacation somewhere exotic, like Punta Cana.

Behaviors: Cindy is always on the go, she mostly uses her phone and Madbook Pro to access the internet. She delights in finding good deals and time savers, and is on a tight budget.

Challenges: Cindy has a demanding lifestyle and is constantly balancing work and raising a kid. Her expenses are high and therefore needs to save money where she can.

Personality:

- Dedicated
- Caring
- Fun loving
- Resourceful

Experience: Cindy doesn't get to travel much, when she does it's usually somewhere accessible and nearby.

Pain Points:

- Vacations are expensive
- Wants a resort that is kid friendly
- Does not have much time

Goal: Her goal is to travel with her husband and her son Ezra somewhere where he will have fun, and she can relax. She feels some family bonding is important and wants to take him somewhere away from the city.

Preferences:

- Need From Design:
 - Information on getting there
 - Information about deals and special offers
 - All inclusive packages
 - Activities for kids that are Ezra's age
- Wants from design:
 - Cindy wants a website that really caters to people like her. She wants to know what activities she and her son can enjoy together, and wants to get a good sense of her surroundings.

Personix Cluster	Nickelodeon Punta Cana	%	Cumulative
Summit Estates	441	22.7%	22.7%
Top Professionals	220	11.3%	34.0%
Established Elite	130	6.7%	40.6%
Work & Play	97	5.0%	45.6%
Corporate Connected	85	4.4%	50.0%
Solid Surroundings	65	3.3%	53.3%
Active Lifestyles	64	3.3%	56.6%
Metro Strivers	60	3.1%	59.7%
City Life	58	3.0%	62.7%
On the Go	52	2.7%	65.4%
Casual Comfort	49	2.5%	67.9%
Firm Foundations	37	1.9%	69.8%
Firmly Established	36	1.8%	71.6%
Career Building	33	1.7%	73.3%
Tenured Proprietors	33	1.7%	75.0%
Occupational Mix	31	1.6%	76.6%
Active & Involved	30	1.5%	78.2%
Urban Diversity	29	1.5%	79.7%
Persistent & Productive	28	1.4%	81.1%
Schools & Shopping	27	1.4%	82.5%
Getting Established	25	1.3%	83.8%
City Mixers	23	1.2%	84.9%
Movies & Sports	21	1.1%	86.0%
Busy Schedules	20	1.0%	87.1%
Rural & Active	18	0.9%	88.0%
Country Comfort	17	0.9%	88.8%
Metro Mix	15	0.8%	89.6%
Staying Home	15	0.8%	90.4%
Clubs & Causes	13	0.7%	91.1%
Children First	12	0.6%	91.7%
Careers & Travel	9	0.5%	92.1%
Country Ways	8	0.4%	92.5%
Collegiate Crowd	8	0.4%	93.0%
Creative Variety	8	0.4%	93.4%
Stylish & Striving	8	0.4%	93.8%
Farm & Home	7	0.4%	94.1%
Carving Out Time	7	0.4%	94.5%
Career Centered	6	0.3%	94.8%
Good Neighbors	6	0.3%	95.1%

Personix Cluster	Nickelodeon Punta Cana	%	Cumulative
Rural Parents	6	0.3%	95.4%
Community Life	6	0.3%	95.7%
Mobile Mixers	6	0.3%	96.0%
Helping Hands	6	0.3%	96.4%
Outward Bound	5	0.3%	96.6%
Community Pillars	5	0.3%	96.9%
Working & Active	5	0.3%	97.1%
Setting Goals	5	0.3%	97.4%
Hobbies & Shopping	5	0.3%	97.6%
Home & Garden	5	0.3%	97.9%
Offices & Entertainment	4	0.2%	98.1%
Great Outdoors	3	0.2%	98.3%
Comfortable Cornerstones	3	0.2%	98.4%
Work & Causes	3	0.2%	98.6%
Metro Active	3	0.2%	98.7%
Rural Adventure	3	0.2%	98.9%
First Steps	3	0.2%	99.0%
Out & About	3	0.2%	99.2%
Rural Community	2	0.1%	99.3%
Open Houses	2	0.1%	99.4%
Practical & Careful	2	0.1%	99.5%
Outdoor Fervor	2	0.1%	99.6%
Favorably Frugal	2	0.1%	99.7%
Country Enthusiasts	1	0.1%	99.7%
Climbing the Ladder	1	0.1%	99.8%
Role Models	1	0.1%	99.8%
Rural & Mobile	1	0.1%	99.9%
Productive Havens	1	0.1%	99.9%
Staying Healthy	1	0.1%	100.0%
Mid-Americana	1	0.1%	100.0%
Work & Outdoors	1	0.0%	100.0%

3B. ACCOUNT MANAGEMENT | RESEARCH DRIVEN DECISIONS

There's a direct correlation between creative effectiveness and dollars spent. With enough media money, you can spend your way to success.

But with the right creative, the tab goes down dramatically.

Too often, agencies and marketers make that decision through gut instinct, general information, subjective opinions or mistaken assumptions – and campaigns become expensive games of chance. That's not our style. We'd rather know than guess. We take that creative hunch and put it to the test. It's creative brilliance backed by data science. The result is more effective creative that generates bottom-line client wins.

OUR APPROACH

COMPONENT PREFERENCE TESTING

Gives us a better idea of what works with target personas. From initial ideas to headlines, images, CTAs and copy, these focus our efforts and teach us what matters to our audiences right now.

CONCEPT TESTING

Helps us validate a rough product early in the process. We use people in your market to point the way.

COGNITION TESTING

Helps us meet the stringent requirements for success in different channels. Simply put, does the audience get it – and how quickly? For example: a static banner ad should achieve cognition in one second. A social video in two seconds. Our research has proven that the faster we reach cognition, the LESS money we need to spend to achieve our goals.

In short, we test, test, test. Then optimize, optimize, optimize. It's a constant process of improvement that reinvests into better marketing performance.

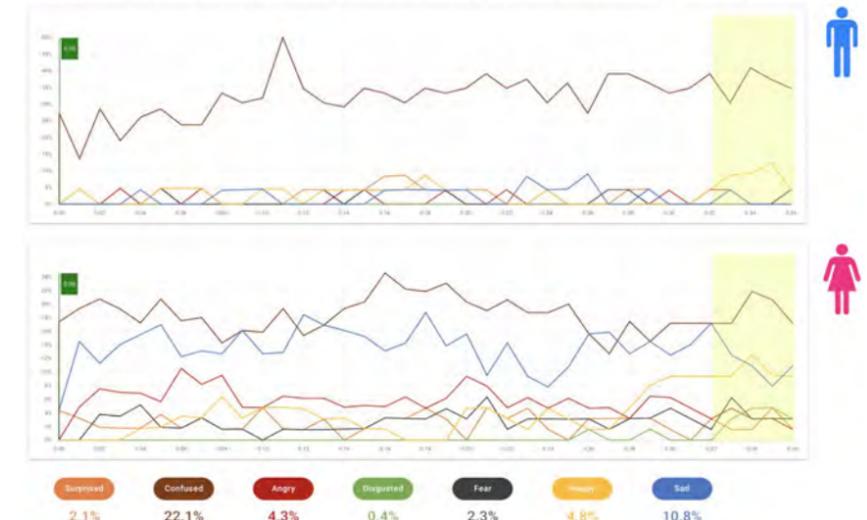


Concept Testing



Cognition Testing

Extreme Differences in Sentiment by Gender | Male V.S. Female



3B. PROJECT APPROACH ACCOUNT MANAGEMENT | TRENDS WE SEE GOING INTO 2025

- 1. AI Integration:**
 - Tools like ChatGPT and Meta's Advantage+ optimized personalization, efficiency, and predictive analytics.
 - Ethical concerns prompted companies to establish AI ethics guidelines.
 - **To Do: Leverage AI for content creation, analytics, and automation.**
- 2. Social Media Evolution:**
 - Platforms like Threads, BlueSky, and Discord gained traction.
 - Short-form videos (TikTok, Instagram Reels) ruled, emphasizing authenticity.
 - **To Do: Focus on community engagement and short-form video content.**
- 3. Personalized Marketing:**
 - Tailored experiences delivered \$20 ROI per \$1 spent.
 - AI overcame personalization challenges despite budget constraints.
 - **To Do: Test and implement advanced personalization strategies.**
- 4. Data Privacy Compliance:**
 - Google delayed cookie phase-outs; brands focused on first-party data.
 - Stricter EU and U.S. regulations shaped marketing approaches.
 - **To Do: Build trust through compliant data strategies.**
- 5. Immersive Technologies:**
 - AR/VR gained ground in marketing, despite slow adoption.
 - **To Do: Experiment with AR/VR for engaging brand experiences.**

4. PROJECT APPROACH MEDIA PLANNING AND BUYING



4A. MEDIA PLANNING & BUYING | INDUSTRY CO-OP ADVERTISING

Starmark has experience managing CVB Industry Cooperative Programs. Our Visit Lauderdale program was completely turnkey and continued to grow in its offerings, industry participation and overall results. In 2019 the co-op program saved industry partners 25% in advertising spend. The co-operative program has proven to be a vital tool for the hotel industry to promote their businesses and take full advantage of all available cost savings opportunities.

Our co-op program approach continues to evolve to offer multidimensional benefits to the hospitality industry. The objective can be to create a brand umbrella message for Visit Florida Keys and provide tailored opportunities and partnerships that may not be easily affordable or accessible. This co-op programs approach offers the hospitality industry discounted rates, national exposure and special value added benefits that could not be purchased independently.

Our co-op program approach will be designed to be flexible in timing, structure, costs and markets impacted. Industry input and suggestions are always welcome. Multi-tiered rate levels can be established in order for partners of all sizes to participate.

If the Co-op advertising is a primary offering of Visit Florida Keys, Starmark's role can be the following:

- Work with media vendors and outlets to build the best overall programs.
- Combine creative team, media teams and strategic planning teams at an annual "creative thinking" workshop designed for out of the box planning and staying current. Media partners attend this day-long session.
- Research industry offerings particularly in the digital category.
- Negotiate to build the most cost-effective and fully integrated programs.
- Develop an annual co-op plan and present it to VFK's constituents and partners.
- Manage sales, artwork collections, approvals process and billing.
- Troubleshooting and assistance to all industry partners.
- Report ROI results on a monthly basis.
- Monitor and track performance to allow flexibility and adjustments.

The screenshot shows the Amelia Island Florida website. At the top is the logo 'AMELIA ISLAND FLORIDA' with navigation links for 'Places to Stay', 'Things to Do', 'Blogs', and 'Travel Guides'. Below is a large image of a downtown street scene with a sign for 'CENTRE ST.'. Underneath the image is the headline 'One Charming Downtown. 26 Ways to Enjoy It.' followed by a short paragraph: 'Once you experience downtown Fernandina Beach and its 50 blocks of historic small town ambiance, you'll see what makes it such a special place to stroll, shop and dine. We've compiled our own list of favorites to enjoy with enough delights and sights to take you from A to Z.' At the bottom of this section is a teal 'SEE MORE' button.

Amelia Island Newsletter (partner inclusion)

The screenshot shows an email newsletter from Travel + Leisure. The header includes the 'TRAVEL+ LEISURE' logo and a small note: 'We found a special offer from one of our partners that we think is perfect for Travel + Leisure readers — check it out!'. The main content area features a large image of a couple on a beach with the headline 'It's an Island thing.' Below this is a section titled 'There's Still Time for a Summer Getaway' with a 'PLAN A VISIT' button. Another section is 'Find Foodie Paradise This September' with a 'LET'S EAT' button and a graphic for 'AMELIA ISLAND, FL DINING MONTH SEPTEMBER 1-30, 2024'. A third section is 'This Is Nature's Playground' with an 'EXPLORE MORE' button. The final section is 'Island Vibe & Downtown Charm' with a 'BOOK NOW' button and an image of a hotel. At the bottom are social media icons for Facebook, Pinterest, Twitter, and Instagram.

Travel and Leisure Email

4A. MEDIA PLANNING & BUYING | INDUSTRY CO-OP ADVERTISING

Our media planning tools have a view specifically to manage the Co-Op media plan ensuring it flows exactly the same as everything else in the media plan with consistency.

Name	CoOp Partner	utmMedium	# Circulation	Impressions	CPM	Cost	IO & Setup	Material Due Date
7 CoOp_digital_sojern_	The Ritz-Carlton, Amelia Island	digital		166,667	\$6.00	\$1,000.00	✓	1/27/2025
8 CoOp_digital_sojern_	Residence Inn Amelia Island	digital		166,667	\$6.00	\$1,000.00	✓	1/27/2025
9 CoOp_digital_sojern_	Omni Amelia Island Resort	digital		166,667	\$6.00	\$1,000.00	✓	1/27/2025
10 CoOp_print_afar_	Hoyt House	print	275,000	0		\$1,500.00		2/3/2025
11 CoOp_print_afar_	Omni Amelia Island Resort	print	275,000	0		\$1,500.00		2/3/2025
12 CoOp_email_travelandleisure_	Hoyt House	email		15,002	\$66.66	\$1,000.00		3/31/2025
13 CoOp_print_newyorktimes_	Residence Inn Amelia Island	print	861,267	0		\$1,500.00	✓	4/8/2025
14 CoOp_print_newyorktimes_	Omni Amelia Island Resort	print	861,267	0		\$1,500.00	✓	4/8/2025
15 CoOp_print_newyorktimes_	Hampton Inn & Suites, Amelia Island	print	861,267	0		\$1,500.00	✓	4/8/2025

To simplify the co-op process for Visit Lauderdale’s partners, Starmark designed and built a web site, gflcvb.starmark.com. The site allowed for partners to place orders, generate invoices, submit artwork – all in one place. Starmark and VFK teams can Roadmap a CO-OP Program that can include Partner Communication and a website for easy sign-up and asset management that will meet the current goals of VFK team.

The screenshot shows the website interface for Greater Fort Lauderdale CVB Coop Opportunities. It includes a navigation bar, a login section with fields for Username (Zarie) and Password, and a 'Create New Account' section. Below the login area is a dashboard for 'Zarie (zslow@starmark.com)' with sections for 'Advertising Opportunities' and 'Order History'. The 'Advertising Opportunities' table lists various programs with details on availability, rates, and status.

Program Name	Available Until	Rate	Status	Sample (Not Final Ad)
2014 Coop Program AAA – GOING PLACES SOUTH	2/20/2014	\$3,500	CLOSED	[Image]
2014 Coop Program ADARA MEDIA (Retargeting Banner Ad Program)	10/1/2013	\$3,500		[Image]
2014 Coop Program AMERICAN EXPRESS PUBLISHING Visit Florida Print & Digital Co-Op Program TRAVEL + LEISURE, FOOD & WINE	11/1/2013	\$5,000	CLOSED	[Image]

Benefits of COOP Web Site:

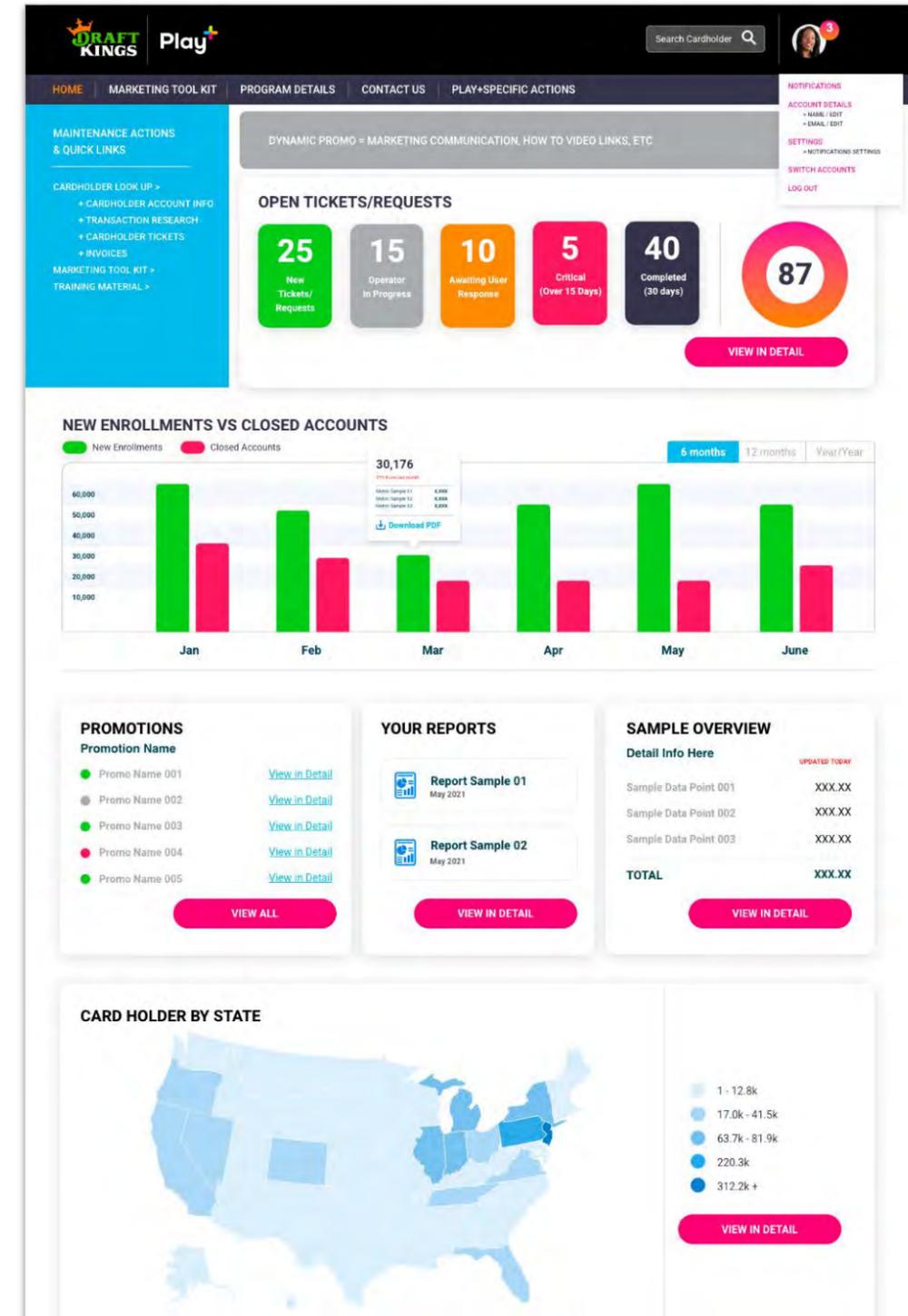
- Easy to use.
- Partners set up private accounts.
- All information is stored in one place.
- Invoices can generate automatically.
- All specs, media stats located in one place.
- Completely transparent turnkey program.
- Starmark is always available to assist partners with questions.

4A. MEDIA PLANNING & BUYING | INDUSTRY CO-OP ADVERTISING

Sightline Payments is a leader in digital payment technology. Their product, Play+, provides a safe and convenient way to fund casino gaming, sports betting and everyday purchases without any cash. The Starmark team created a partner portal with additional features than may be envisioned for the current VFK Coop program. However combining the collection of current partner information while supplying approved assets for consistent marketing initiatives along with inviting them to participate in the Co-op program may be just the approach we should explore together with the TDC and VFK teams. See the highlights of the approach below.

Consistent and **cohesive partner marketing** with the 100+ partners throughout the US was also a critical channel. So the Starmark team also created essential business fundamentals for Play+ – messaging documents, a design system for digital products, a **marketing automation** system, **brand guidelines** and a huge family of templates. One of the most critical pieces of these efforts was an “operator toolkit” for all Play+ casino and sportsbook partners. The **online toolkit** included comarketing templates, useful brand information and everything else a Play+ partner would need to create successful Play+ marketing.

Starmark developed a co-branded **Partner Portal** to house all the information for the partners so that they could find everything in one place. We then added onto the portal areas from other departments such as Customer Success, allowing partners to submit updates to their information, branding, load promotions, and content for consumer newsletters. Then we layered on the Analytics team information, giving partners reporting on how their content was doing, their customers, additional demographics, and we applied computer modeling to give them information they had never had access to before.



- ✓ Design System
- ✓ Partner Portal
- ✓ Customer Modeling (AI)
- ✓ Predictive Analytics (AI)

4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE



**A DESTINATION MUSIC FESTIVAL
ACTIVATION FOR THE RECORD BOOKS**

4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Greater Fort Lauderdale has long attracted visitors to its sun, sea and soundtrack of ocean waves. As the destination evolved and became known for its vibrant city and nightlife scene, Visit Lauderdale and Starmark collaborated on ways to turn up the volume, so to speak, and provide visitors and residents with an event that would amplify the Greater Fort Lauderdale experience. Starmark leveraged their expertise and media partner relationships to create the annual Riptide Music Festival—a beachfront music festival that would go on to become one of the biggest repeat events in Broward County, attracting tens of thousands of visitors for overnight stays year after year.

In tandem with Visit Lauderdale, Starmark developed a media plan that included multiple sponsorship opportunities to help attract brands—and bands—to Fort Lauderdale beach for this event. And once the plan was in place, it was up to Starmark to create a rockin' Visit Lauderdale brand presence during the festival. Three years and endless tunes later, the result was a massive success that cemented Greater Fort Lauderdale as a music destination.

THE CHALLENGE

In its 3rd year, the Riptide Music Festival was branded a “Broward County Signature Event.” Visit Lauderdale needed to make a big impact throughout the whole event’s weekend, even bigger than they made at the previous two festivals, in order to fully own the new title. The activation’s message had to encourage travel throughout the rest of the destination, as well as celebrate its reputation as a place where creativity and the arts thrive.

Competition was another notable challenge—there is a sensory overload for attendees throughout the entire beach with brands galore. Festival attendees were ages 18-49 and comprised of a local and national audience. These were music fans and trendsetters that attended multiple concerts and music festivals a year. At Riptide, they are constantly moving, not staying in the same booth for a long period of time. Attendees typically remember one “cool factor” about a booth and are willing to give out their information if the activation is exciting enough.



4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

The Booth Heard 'Round the Beach

The Starmark team ideated the “Visit Lauderdale Music Beach House,” a concept that welcomed music fans with open arms. The two-story booth painted Greater Fort Lauderdale as “the soundtrack and backdrop to your vacation.” With a vintage record store sign and a “Let’s Make Music Together” banner at the top, it featured multiple activations that seamlessly tied aspects of the destination and music together.



4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Vinyl Record Wall

Since this was the first Broward County Signature Event, Starmark thought it was important to highlight the entire county at this activation, not just Fort Lauderdale beach. All 31 municipalities in Broward County were represented in both an exterior and interior decorative record wall.

In the last few years, vintage record stores and vinyls had made a big comeback within the music industry. To leverage this insight and connect with fans, the creative team put a clever spin on the famous bands and artists we all know and love. Artist names like Kanye Weston, Bruce Coral Springsteen, Linkin Parkland, Macklemiramar, Deerfield Beach Boys, North Lauduran Duran each got their own album cover on the wall, featuring editorial-style destination photography. In the center of the wall was a "Visit Lauderdale" neon sign, making the brand name clearly identifiable to attendees as they admired the wall, waiting in line for the booth's other activities.



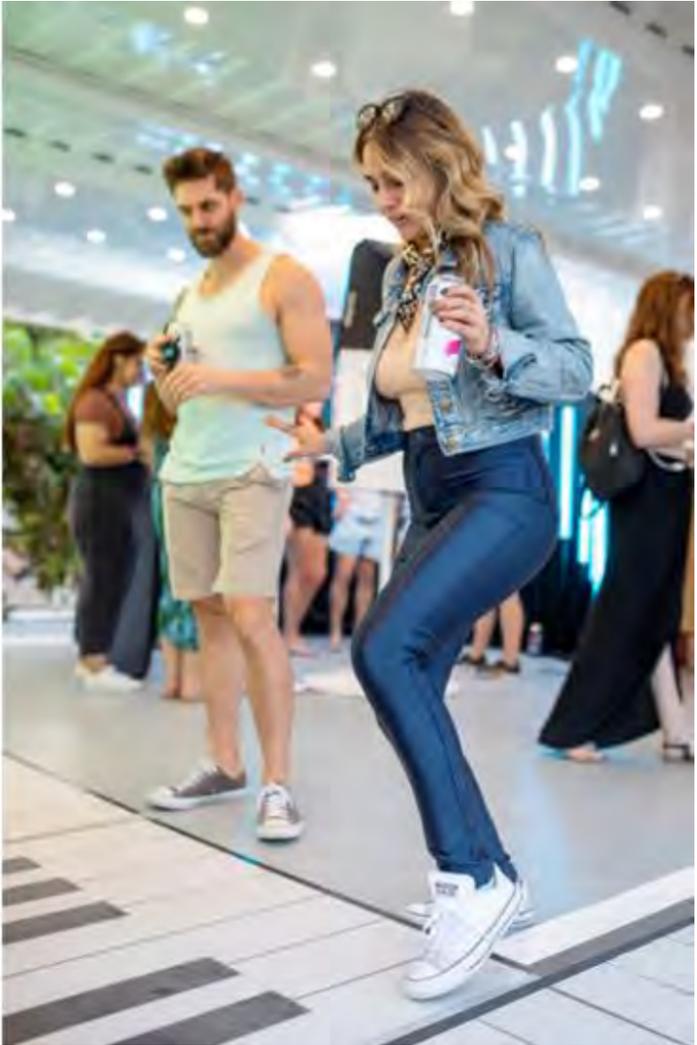
4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Larger-than-Life Instruments

These days, if you went to a music festival without taking a picture, it didn't really happen. Starmark felt that creating "Instagrammable moments" at Riptide not only would engage attendees, but also their followers. Give attendees an epic background, and they won't be able to resist posing, posting and sharing.

Three oversized instruments were dispersed throughout the festival, tempting attendees to snap a photo. The first was interactive—a "Big" piano placed inside the Visit Lauderdale Beach House that people could play with their feet. As they tickled the ivories with their toes, other attendees could hear and be inclined to join in.

Two giant guitars were great photo-ops, one 16-ft guitar placed outside the booth and the other greeting attendees at the VIP entrance. The VIP guitar featured destination photography, while the other embraced an artistic aesthetic, and both included the @VisitLauderdale handle to encourage social follows.



4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Booth Activities

Attendees could make their own music videos in the video booth complete with neon lights and funky music. The booth captured leads when the attendees filled out their information in order to receive their video. The email they received encouraged them to share their videos on social media tagging @VisitLauderdale, and a second follow-up email asked them to opt-in to Visit Lauderdale's monthly newsletter, as well as promoted additional upcoming festivals and events in Broward County.

People could also get free temporary flash tattoos, applied by the GFLCVB street team. Each tattoo was custom designed, from an octopus wrapped around a guitar to the Riptide logo.

The second level of the booth was a balcony lounge positioned directly in front of the Underground Stage, which Starmark also designed the skin for. Attendees with special wristbands had access to sit upstairs and enjoy the music from the stage. The balcony had couches with branded Visit Lauderdale pillows and vinyl record coasters featuring the municipality album names. GFLCVB also arranged for DJ Citizen Jane to play music in between sets to attract passersby to the booth.

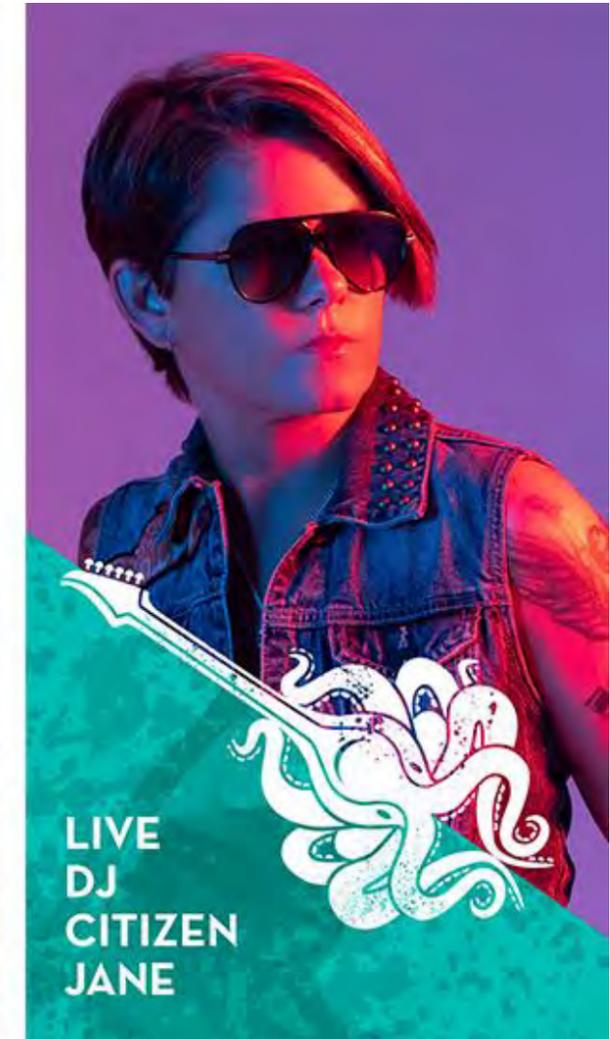


4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Social Media Promotion

Starmark and VL CVB partnered with Audacy to promote the Visit Lauderdale booth. Instagram stories and In-feed Facebook and Instagram organic and paid posts highlighting each booth feature were shared on Entercom's pages, in addition to Visit Lauderdale's accounts.

Starmark also created custom Visit Lauderdale branded Instagram stickers, including a spinning octopus guitar and a Riptide guitar pic, uploaded to Giphy. Users could add them to their Instagram stories and post all the fun from the festival.



4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Broadcast Lounge

Riptide performers, from The 1975 to The Killers, were invited to the broadcast lounge to be interviewed by the press, do meet and greets and enjoy cocktails. Starmark designed the entire lounge, placing Greater Fort Lauderdale branding throughout. Aerial photos of the beaches and other destination hotspots served as backdrops on the wall and branded pillows on each couch and chair.



4B. MEDIA PLANNING & BUYING | MEDIA BUYS & SPONSORSHIPS CASE STUDY - VISIT LAUDERDALE

Music to Our Ears

All weekend long, fans lined up outside the Visit Lauderdale Music Beach House to get in on all the action. Attendees starred in their own music videos in the Bosco video booth, exchanging contact info for their footage and generating 305 videos, 325 emails and 766 SMS. In addition, a total of 96,008 social users were reached with paid social media assets: 30,548 on Facebook and 65,460 on Instagram. The event was covered by acclaimed media outlets, from Rolling Stone Magazine to Good Morning America, while a number of social media influencers posted footage and photos at the Visit Lauderdale booth. It's safe to say the first Broward County Signature Event was a hit.



[Click to watch video](#)

5. PAST PERFORMANCE EVIDENCE, KNOWLEDGE, AND EXPERIENCE



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU



Find your perfect

Moment

**WELCOMING VISITORS BACK TO
FLORIDA'S ENCHANTED ISLAND**

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

CREATIVE BRIEF

The need: Amelia Island had previously positioned itself as a Florida island with a southern accent. As markets and travel behaviors changed in response to the pandemic, the destination wanted to be reinvigorated by positioning itself as a top island destination overall – where wide-open spaces, outdoor activities and less crowds were the norm. More and more consumers began looking for those attributes when planning future vacations, and Amelia Island knew it could deliver.

Target audience: Amelia Island loyalists and prospects, Millennials (25-39) and Gen X (40-54), with a household income of \$100K+, who live within key drive markets. Drive markets include: Orlando, Jacksonville, Tampa, rest of Florida, Atlanta, Savannah, Charlotte, Nashville, Charleston, Cincinnati, Greenville and Raleigh. The targets had also expressed interest in the beach, culture, history, shopping, dining and golf.

Main takeaway: Easy to get to, Amelia Island is Northeast Florida's tranquil barrier island with less crowds and more wide-open spaces.

Assignment: Develop a campaign that will help Amelia Island recover from the pandemic. One that builds on their current positioning of "Come Make Memories" and utilizes existing assets.

Campaign delivered: 11,416,641 Impressions



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

CLIENT REQUIREMENTS

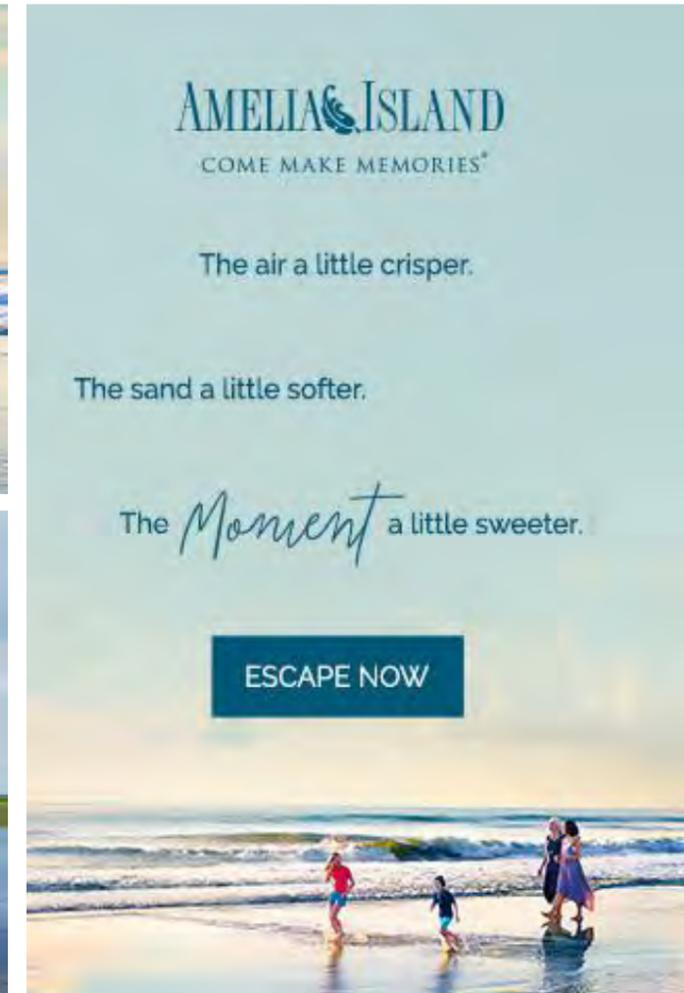
As travel began to slowly resume during Florida's phased pandemic reopening, the Amelia Island Convention & Visitors Bureau (AICVB) needed a campaign to welcome visitors back to their sunny shores.

The requirements were to build on the positive attributes of a small, low density island with outdoor recreation; drive business goals in economic impact, occupancy, ADR and RevPAR; integrate a digital media strategy using comprehensive tracking, combined with travel data to inform targeting and media placements to prospects in key drive markets; and build a solid foundation for short-term recovery and long-haul visitation.

CHALLENGE, GOALS AND OBJECTIVES

Starmark and Amelia Island Convention & Visitors Bureau (AICVB) partnered to launch the destination's comeback campaign from COVID-19. No easy task considering the pandemic's staggering impact on the global tourism industry.

The destination's current tagline "Come Make Memories" was still in play, but as travel behaviors were changing, consumers were looking for new attributes in a destination. Starmark was tasked to develop the new campaign that would build on the tagline, use existing assets, and communicate the safe attributes of the destination — wide-open spaces, outdoor activities and beautiful beaches — without the crowds.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

STRATEGY

The Starmark creative team's strategy consisted of developing three concepts that utilized Amelia Island's existing imagery of the peaceful, uncrowded beaches, so as to not require a new photo/video shoot during the pandemic. The UX team then tested the themes with both loyalists and prospects in drive-market regions. After various rounds and combinations of tests, the "Moments" concept was declared the winner.

The "Moments" campaign resonated the most with copy that spoke to the moments in life that are heightened by extra-sensory experiences so powerful, they become lasting memories. The concept captured those new-found moments in stunning Amelia Island locations, reminding consumers they needed to experience those moments, and come make new memories – now more than ever before.

The highly integrated campaign was then implemented in several mediums. Starmark and the AICVB promoted it to loyalists and prospects by utilizing a combination of advanced targeting strategies that leveraged the AICVB's current email database, and focused on email and website lookalike audiences within interested and demographic parameters.

Leveraging all of Amelia Island's media channels, campaign elements included broadcast spots, out-of-home, print, social, animated and static banners, and a landing page where all assets would drive to.



[Click to watch video](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

Strategy (cont'd.)

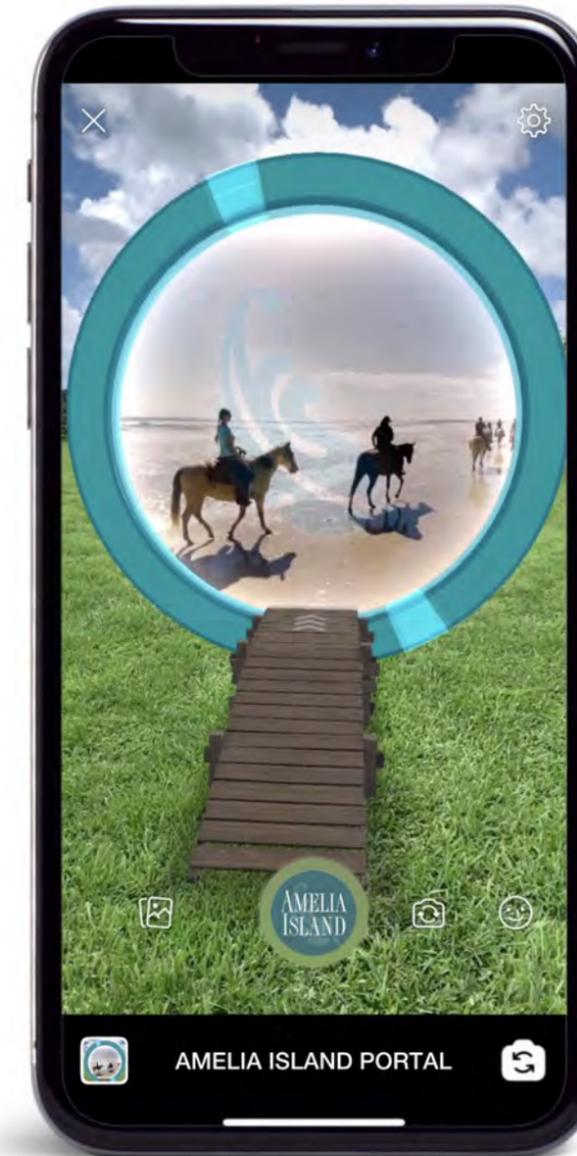
For social, Starmark developed several ad units to engage target audiences who were dreaming about their long-overdue vacations while scrolling through their feeds. Units included animated story ads, carousel ads with cinemagraphs, various in-feed ads targeting families and couples, and an in-depth Instant Experience ad. Wide-open spaces and welcoming messaging were featured throughout, as users were invited to “Find your perfect Amelia Island Moment.” InFeed creative was developed for a quicker read with :06 videos that captured the sentiment of the campaign.

The team also developed a Facebook Messenger chatbot campaign to facilitate a conversation between readers and the destination, where they could ask questions about safety, what’s open and general information about the island. The chatbot collected leads via a digital vacation guide offer and assisted visitors with planning/booking on the website. The lead-gen strategy captured data at lower cost conversationally, connecting instantly via Mailchimp newsletter sign-up.

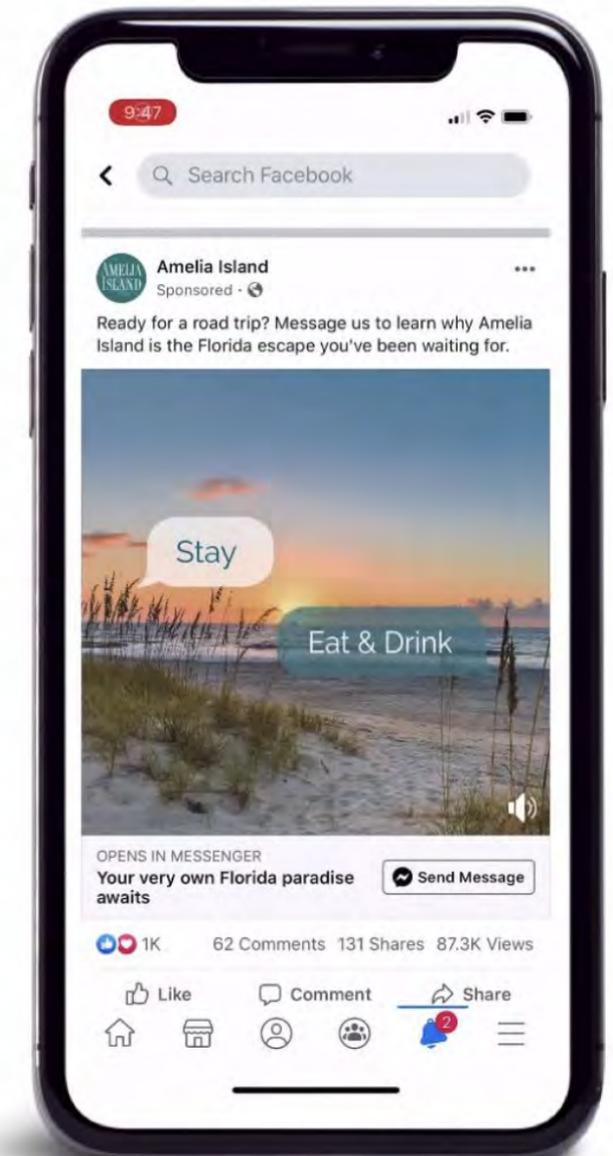
A Facebook Augmented Reality Portal brought the campaign to life, allowing users to experience the quiet charms of Amelia Island in person, right from their mobile devices.

A billboard was created to rotate in key markets along the I-95 corridor, playing to the location of each installation. A full page print ad was created to bring the Moments story to life in drive market publications. And display banners, both static and animated, were implemented in several digital media outlets to extend the campaign’s reach even further.

Everything drove to the campaign’s landing page on Ameliasland.com/Moments.



[Click to watch video](#)



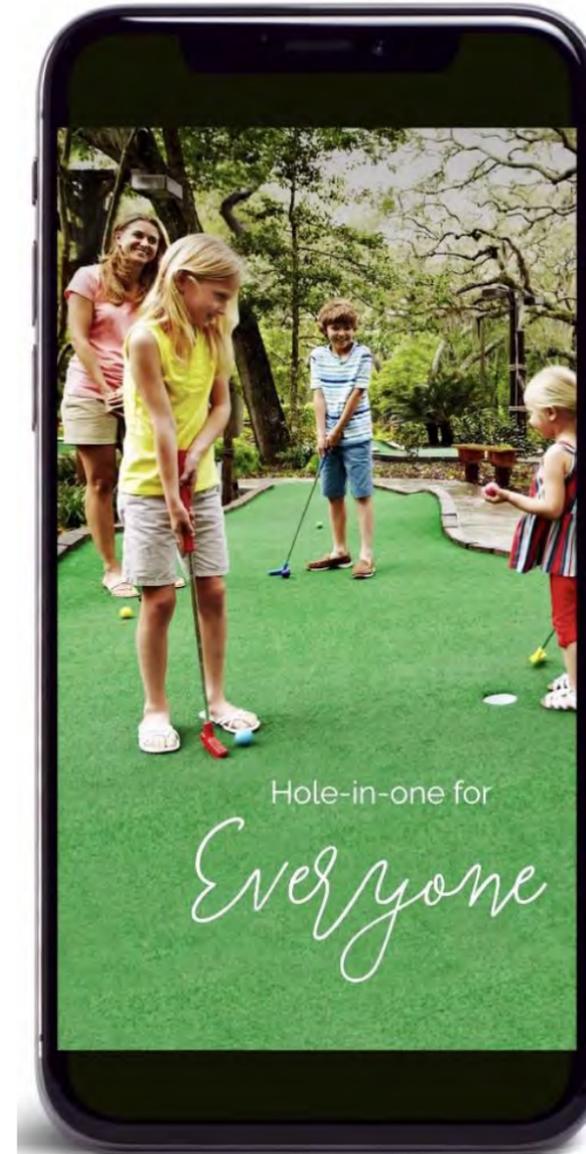
[Click to watch video](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

VALUE DELIVERED AGAINST METRICS

The Recovery campaign delivered on time and within budget leveraging existing assets during a global pandemic.

- Revenue for August was up 12% over the prior year, thanks to the Recovery Campaign.
- In only the first week of running, the AR experience ad had an average view time of 24 seconds, well above industry averages.
- The AR experience also garnered an impressive 138 shares, 139 post saves, 160 post comments and 2,054 post reactions.
- The click-through rate for the AR portal was 6.5x's higher than the industry average.
- A total of 19,730 people engaged with the chat bot.



[Click to watch video](#)



[Click to watch video](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

A vibrant tropical beach scene. In the foreground, there's a lush green bush. Behind it, a tall, narrow banner with a colorful background (green, yellow, orange, red) features a blue parrot perched on a branch, surrounded by tropical leaves and a sunset scene at the bottom. The background shows a clear blue sky with scattered white clouds, a turquoise ocean, and several thatched-roof huts. Palm trees are scattered throughout the scene, and a white umbrella is visible on the right.

**SIGNATURE MARGARITAVILLE FLAVOR AS
PART OF EVERY ISLAND RESERVE STAY**

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

FIVE STAR IN FLIP FLOPS

To help win over the Margaritaville Corporation team on the concept of a new five-star, Karisma-led Margaritaville hospitality brand, Starmark created a brand vision presentation – dressed in a custom Hawaiian shirt.

The Starmark team brought the new brand to life with several signature experiences as part of a pre, during and post-stay visitor journey.

The vision was a home run, and Margaritaville Island Reserve was born.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE



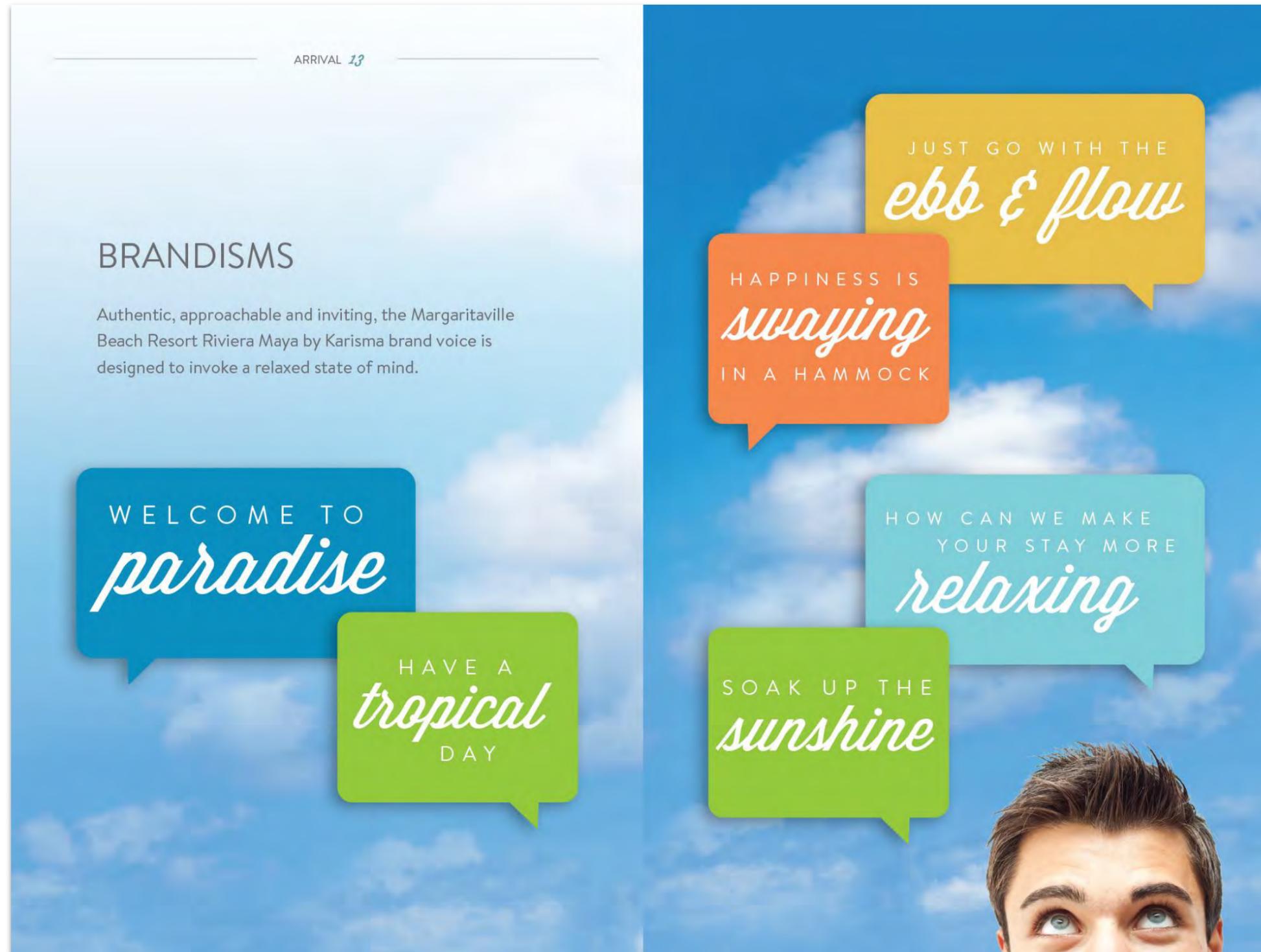
ARRIVAL 15

LOBBY ACTIVATION

While awaiting check in, you receive a signature welcome drink, custom sunglasses, and an unexpected encounter with the resort parrot. You are encouraged to don your new island treasures, pose with the winged mascot and snap a photo to share online. After all, who doesn't want to brag they're in the Riviera Maya on vacation with Margaritaville fans from all over the world?



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

ARRIVAL 17

IN-ROOM WELCOME KIT

Once guests get to their room, they're delighted by the welcome kit that's waiting for them. Inside their insulated cooler tote they find a resort map designed to familiarize guests with the resort, while activating the property via social media. So grab your tote and hit the trails, suggested points of interest include: 5 O'Clock Somewhere photo op, Margarita Pop-Up Open Air Spa, On-Property Oversized Installations, etc.

Extra in-room touches are coconut cups, parrot-shaped towel animals and a bottle opener room key card. They use it to access their room, then take it home and use it to open their favorite beer (Landshark no doubt!)

After a day of discovery, the fun doesn't have to end. Each room features LED lighting behind the flat screen TV that sync with the audio. Whether guests are enjoying satellite radio, music videos or a movie, colorful LED lights turn downtime into a cool experience.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

THE EXPERIENCE 29

FLOATOPIA RIVER PARTY

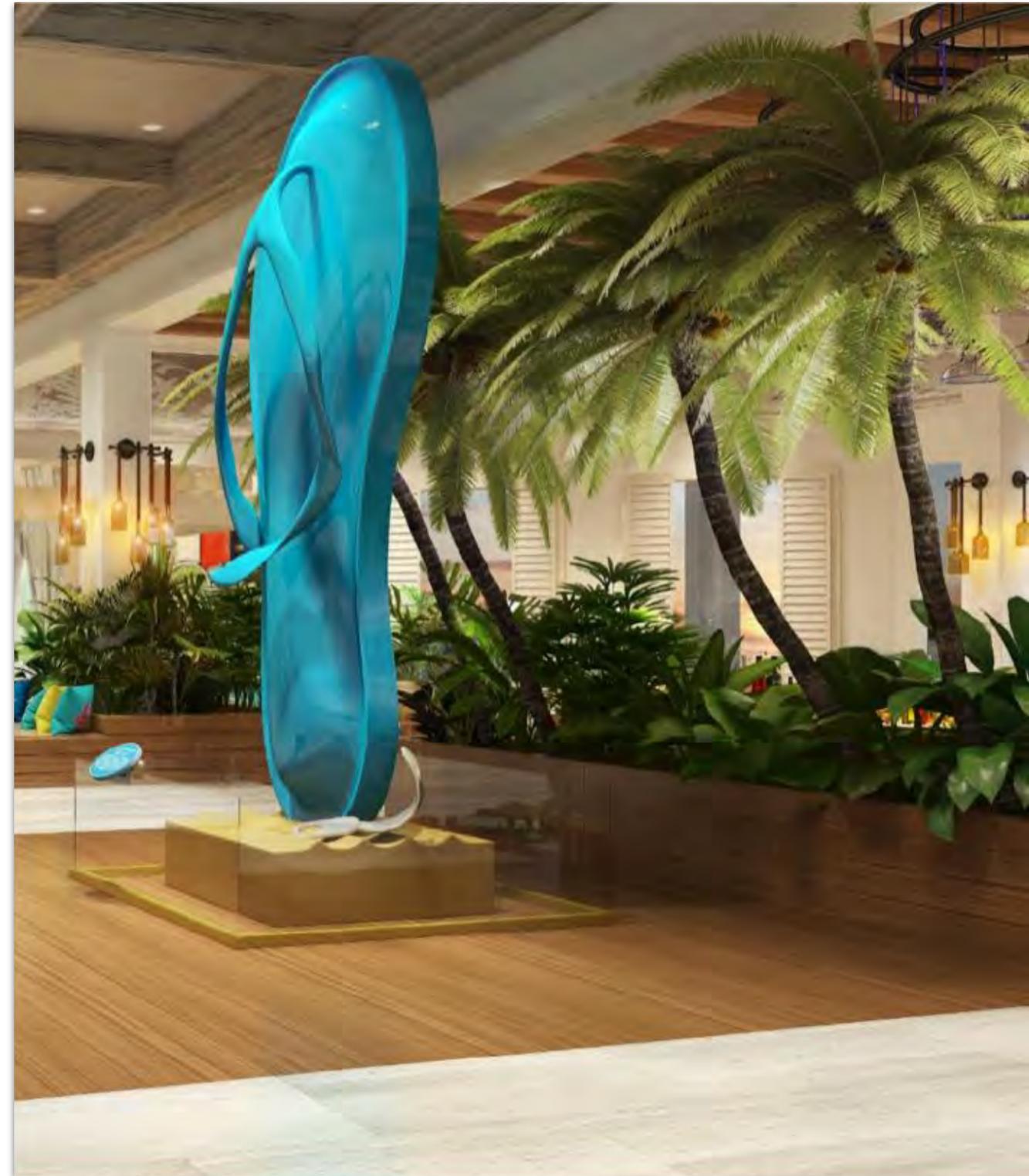
Check out the resort's lazy river, where this floating party takes place. Hop on a cheeseburger inner tube or flamingo raft, chill out to some island music and enjoy a frozen concoction with a friend or two... or 10.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

AN ELEVATED ESCAPISM

Before the first property even broke ground, the Starmark team worked with Karisma and Margaritaville to define the end-to-end customer experience. The journey, going from before arrival, through the stay and after departure was part of a larger brand positioning guide that defined everything critical about the Margaritaville Island Reserve brand experience.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

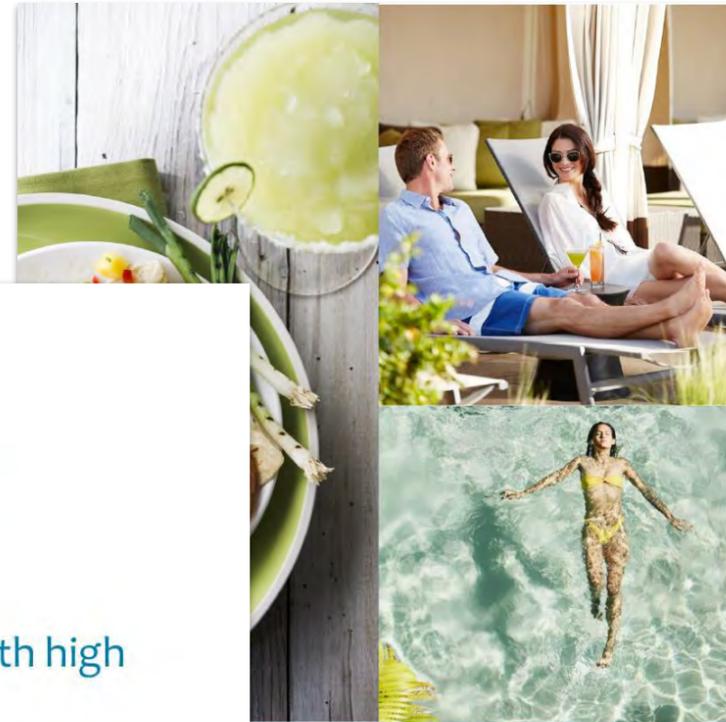
CENTRAL BRAND TENETS

At the core of the guide was a brand position: Escapism, Elevated, along with a simple description of the brand's voice at every interaction point with its audiences.



Brand Positioning Statement

Margaritaville Island Reserve is the resort where travelers with high standards can unwind in luxury with a Margaritaville state of mind — without any pretense.



Escapism,
Elevated



We use this voice:

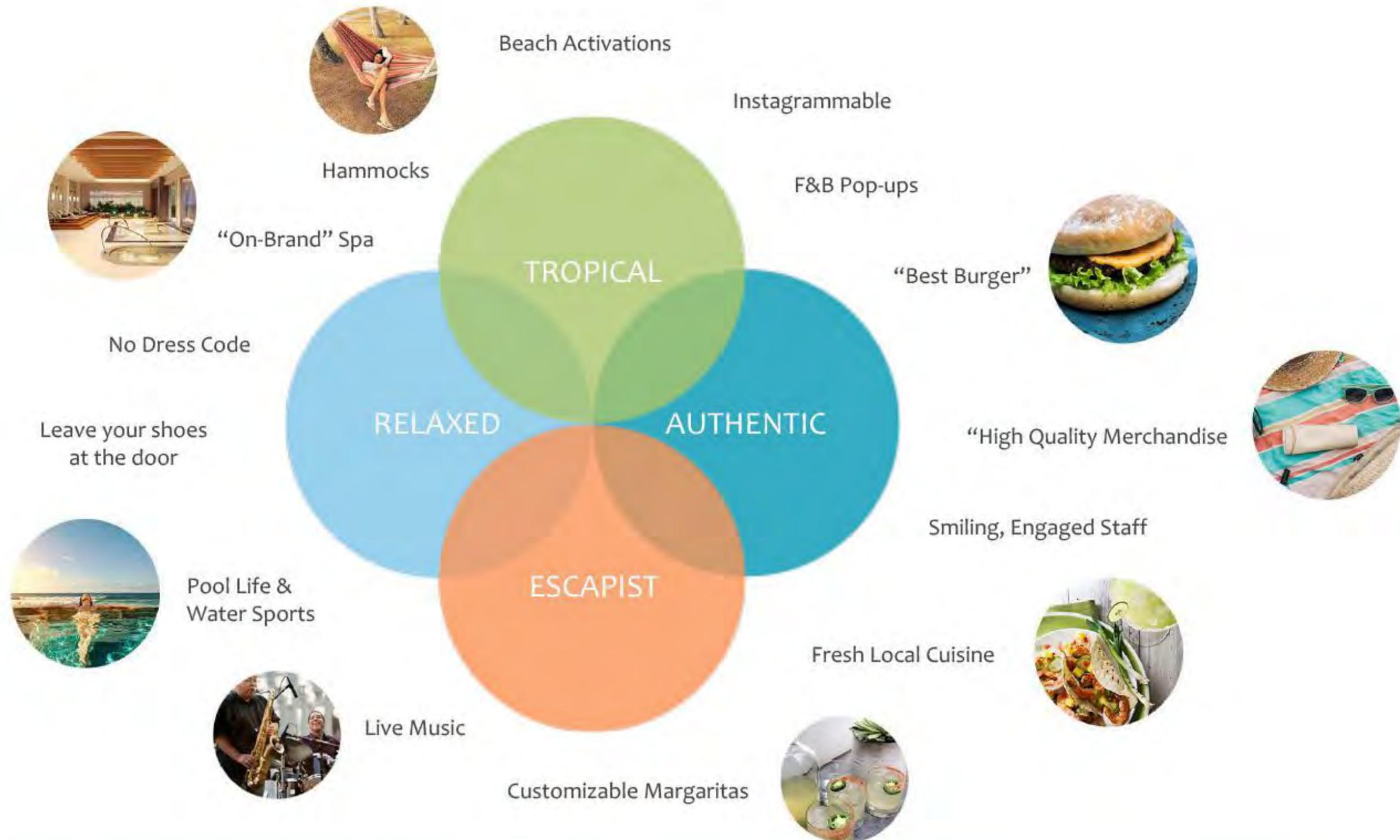
Laid-back, engaging and personal

So our audiences feel:

At-ease, open and indulged



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE



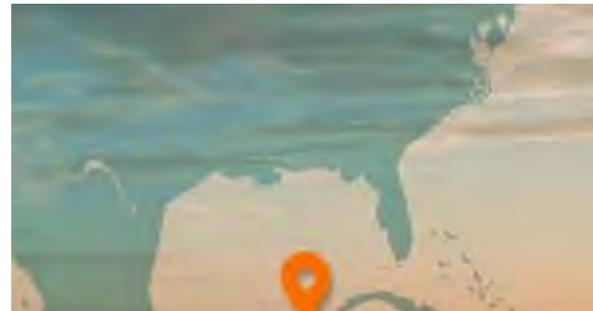
5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

CREATING PRE-OPENING BOOKINGS

Based on the clearly outlined brand, the team designed a launch teaser campaign to drum up excitement and bookings before the resort was even fully built.

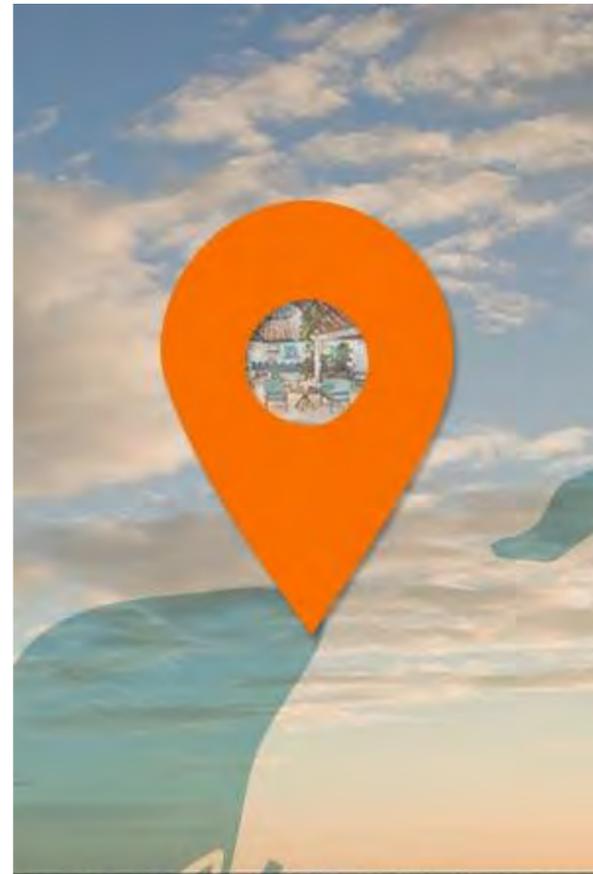


5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE



**INTRODUCING
THE HEIGHT OF
INCLUSIVE
LUXURY AT 20°
NORTH LATITUDE**

MARGARITAVILLE
ISLAND RESERVE BY KARISMA



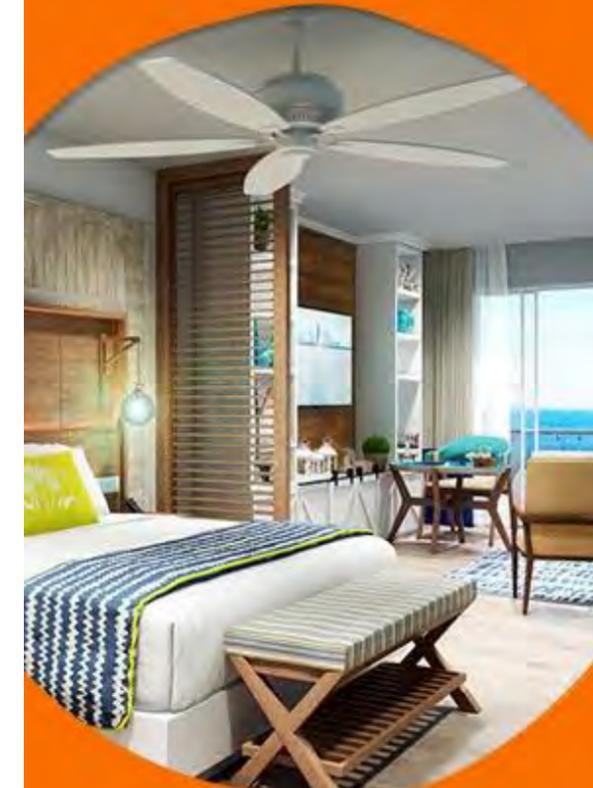
MARGARITAVILLE
ISLAND RESERVE BY KARISMA

LAI D-BACK VIBE



MARGARITAVILLE
ISLAND RESERVE BY KARISMA

ELEVATED EVERYTHING



MARGARITAVILLE
ISLAND RESERVE BY KARISMA

MARGARITAVILLE
ISLAND RESERVE BY KARISMA
An Inclusive Resort Experience

**DISCOVER IT FIRST.
EXCLUSIVE DEAL FROM**

~~\$420~~ **\$168**

NOW OPEN FOR BOOKING

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | MARGARITAVILLE ISLAND RESERVE

CREATING UNFORGETTABLE EXPERIENCES

To create a stay like no other, the Starmark team went all out on guest experiences at Margaritaville Island Reserve. The program delivered on time and within budget. The ideation was leveraged across multiple Margaritaville branded guest experience.

Weekend Beach Cookout and Barge Party

Every weekend, guests can congregate on the beach for freshly-prepared light bites by grill-trained culinary staff. A barge moored offshore with row shuttles is available for guests who want a private bar and higher energy party atmosphere. Lifeguard station oversized as a VIP area. Lifeguard tower could have a DJ. Could host private events.

Outdoor surfboard-covered amphitheater for outdoor performances. Creates a venue.

Shirts Screen Printed On Demand

For the grand opening, a limited edition special pressing of screen printed resort-wear will be offered to guests, media and other attendees. These will be made on a one-off basis, and once they're gone they're gone.

Dining Room Parrot Perch

A single, suspended table in available overlooking the dining room enclosed within a giant parrot enclosure.

Surfboard Art Gallery

Enjoy and open-air art gallery of surfboard paintings created by local Mexican artists. Appreciate the pieces for free, or purchase a favorite to ship home so it's waiting for you when you get back to reality. Artists will be on-site to take commissions for artwork.

Dinner in the Sky

It's a one-time-only offer. Before we move the last construction crane for our grand opening, we'll hoist a specially-made table into the sky to see the resort from a unique perspective. Harnessed chefs and servers will provide a prix fixe menu to an attendee group of media and superfans.

Lookalike Contest

Every media and superfan invitee during the opening event will receive a kit to pull off their best Jimmy Buffett impersonation. What they don't know is that Jimmy is actually on property and incognito all weekend. In fact, he's the judge of the closing dinner where the best impersonator is crowned.

On-Property Pub Crawl Scavenger Hunt

A curated collection of highlight offerings from each on-property beverage spot. It's a great way for guests to get a lay of the land on arrival day. Clues based on Jimmy Buffett's discography.

Opening Day Agave Barreling

Own a piece of history. Only on opening day for the first Margaritaville property, we'll be barreling a single small batch of 100% Mexican blue agave tequila. The barrels will be aged and tended on-site to create a special 5-year anejo. Guests and media can bid on barrels and bottles of this once-ever offering.

Holiday Tie-In

To celebrate a holiday-time opening, we put parrots in santa hats and sing along to 'Tis the SeaSon with Jimmy for a Christmas in flip-flops and sunglasses.



5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

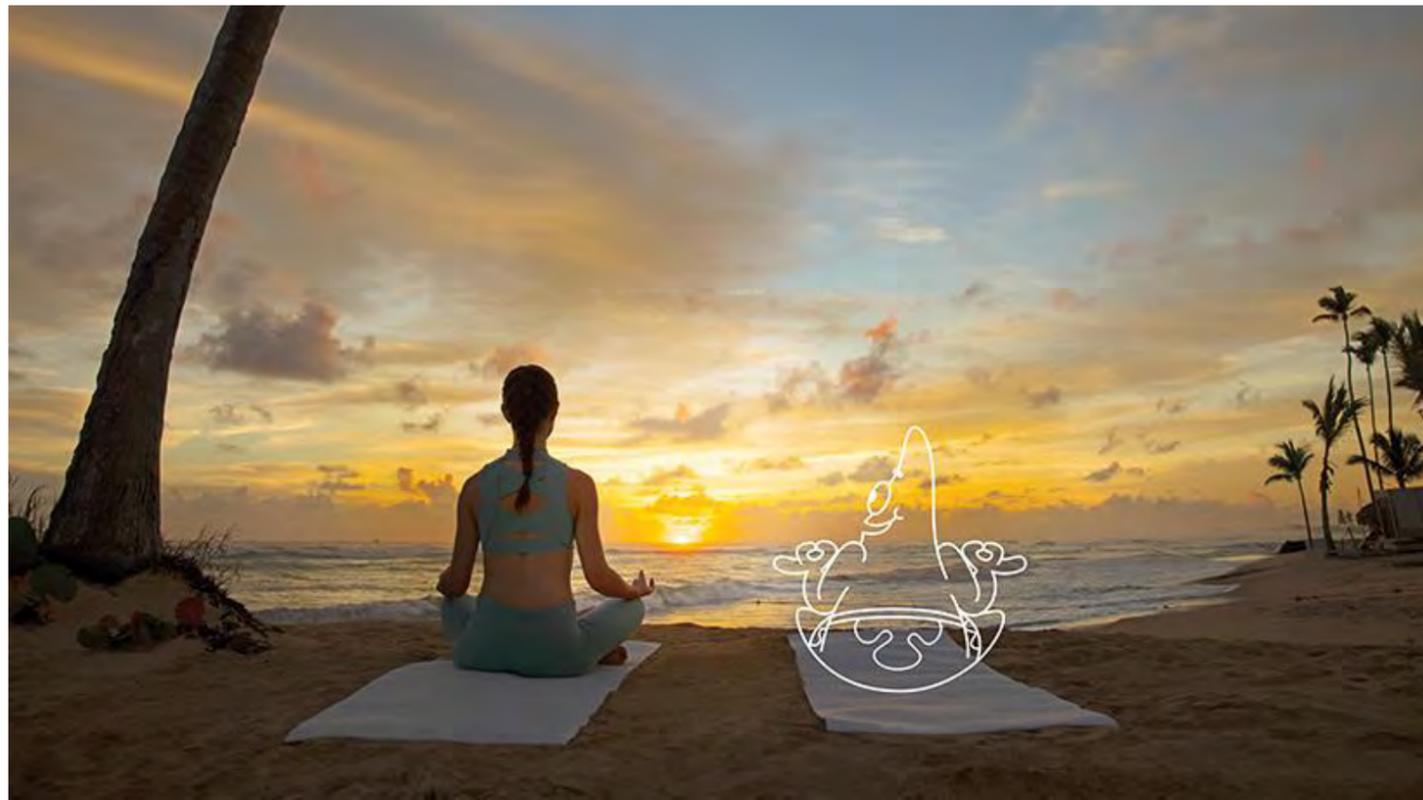
HOW DO YOU CONVEY NICKELODEON,
LUXURY, CARIBBEAN, FAMILY & AWESOME
IN ONE BREAKTHROUGH CONCEPT?



5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

Karisma Hotels and Resorts is renowned for its signature Gourmet Inclusive® Luxury Experience in Mexico and the Caribbean. Viacom International Media Networks has delivered some of the biggest laughs and most beloved characters on Nickelodeon™. Together, they've partnered to bring families and fans the only 5-star Nickelodeon resort in the Caribbean, Nickelodeon Hotels and Resorts Punta Cana.

Starmark was enlisted to help the property burst into the market and position itself as the ultimate destination for luxury vacations with a Nickelodeon twist. Features like world-class dining, a sleek modern design and indulgent amenities make Nickelodeon Hotels & Resorts Punta Cana an exciting and unique proposition, while being equally exciting opportunity for Starmark to develop multi-faceted messaging.



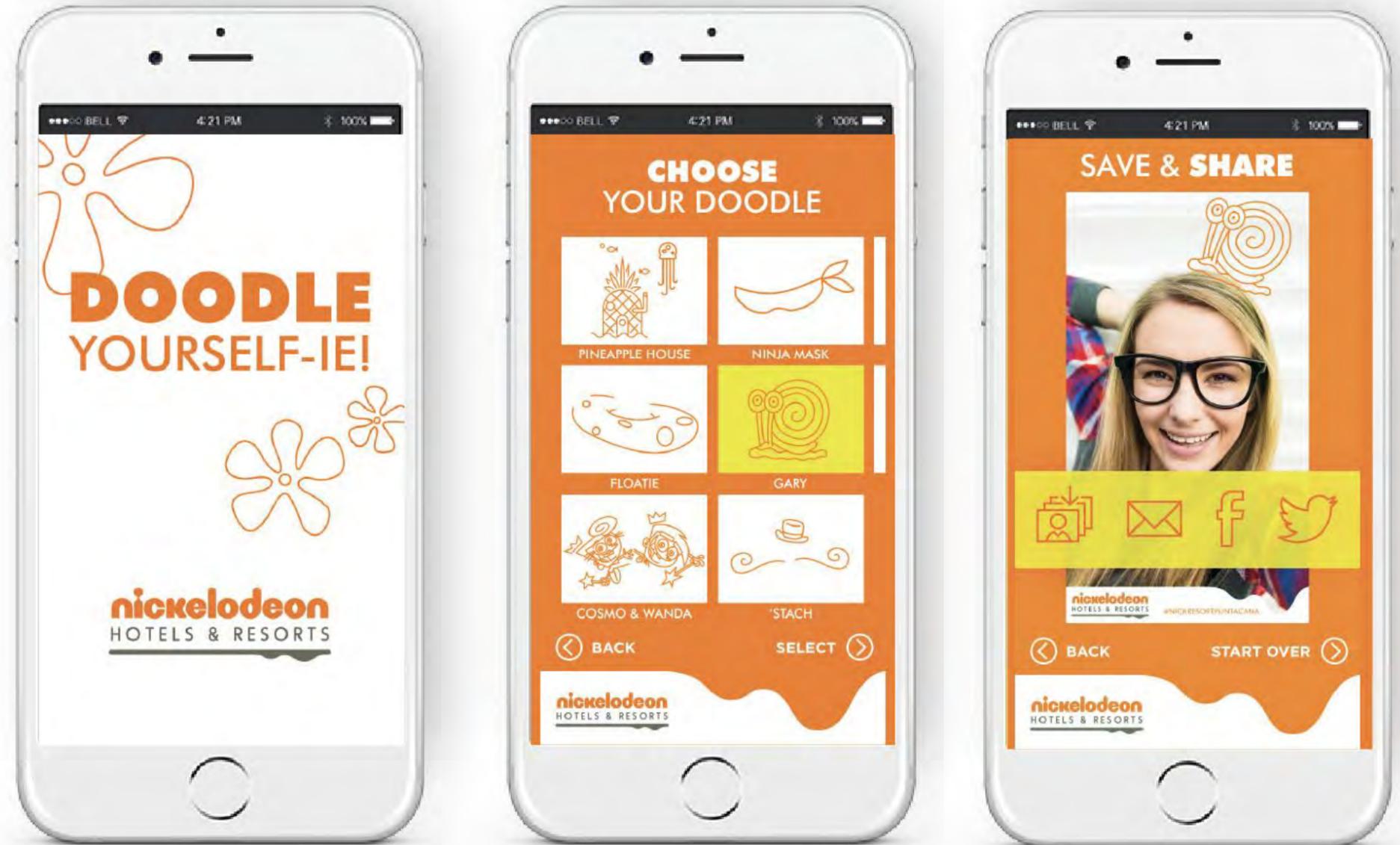
5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

The team at Starmark created a full 360 marketing effort for consumers and trade that includes a website, ad campaign, trade brochures, trade show kit, paid digital display, out of home, organic and paid social media messaging and consumer sweepstakes.

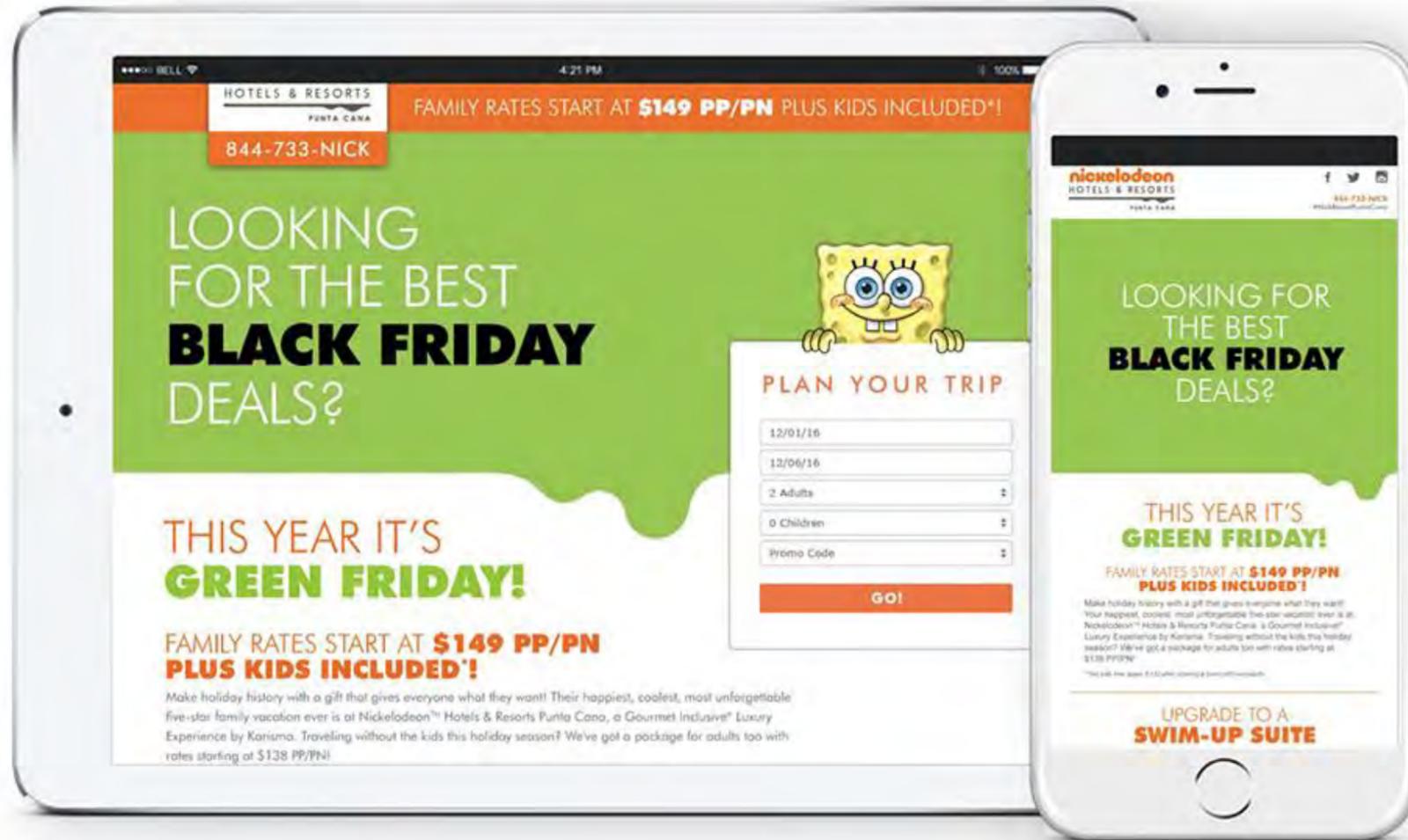
The campaign concept features the whimsy and flavor of the Nickelodeon brand throughout the copy and images, which showcase upscale photography, brought into the Nickelodeon realm with SpongeBob SquarePants and other Nickelodeon icons.

“The resort invites guests to let their imaginations loose and embark on a new kind of family vacation, and this campaign delivers that message perfectly,” commented Chomat.

The concept is clear and strong: Nickelodeon makes a luxury vacation more fun for families. The program delivered on time and within budget. The success of Punta Cana launch resulted in the Starmark team supporting the launch of a Mexico all in cluse resort.



5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS



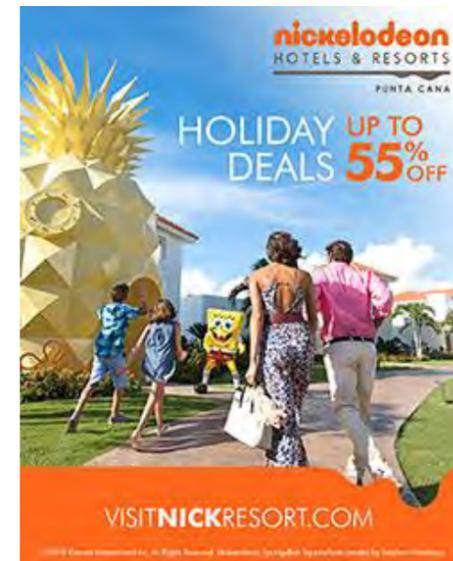
[Click to see more](#)



5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

DRIVING HOLIDAY BOOKINGS IN NEW YORK'S TIMES SQUARE

The resort wanted to drive holiday bookings during the cold New York months of November and December along with the successful "Black" or "Green Friday" online campaigns. Starmark's campaign leveraged an animated out-of-home Times Square billboard promoting the warm-weather destination with casual luxury, wrapped up as an enticing holiday gift. The creative stood out amidst the Times Square clutter with its blend of Nickelodeon playfulness and upscale resort beauty – all within a :15 second spot.

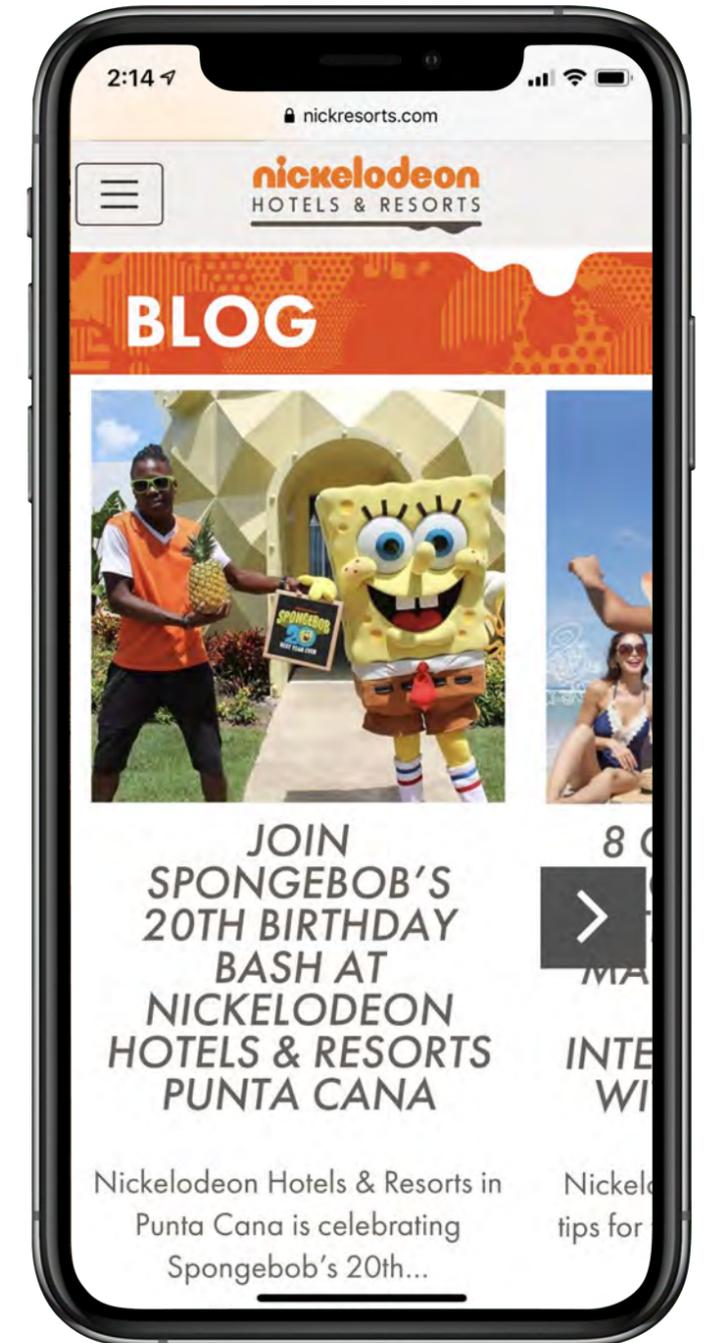
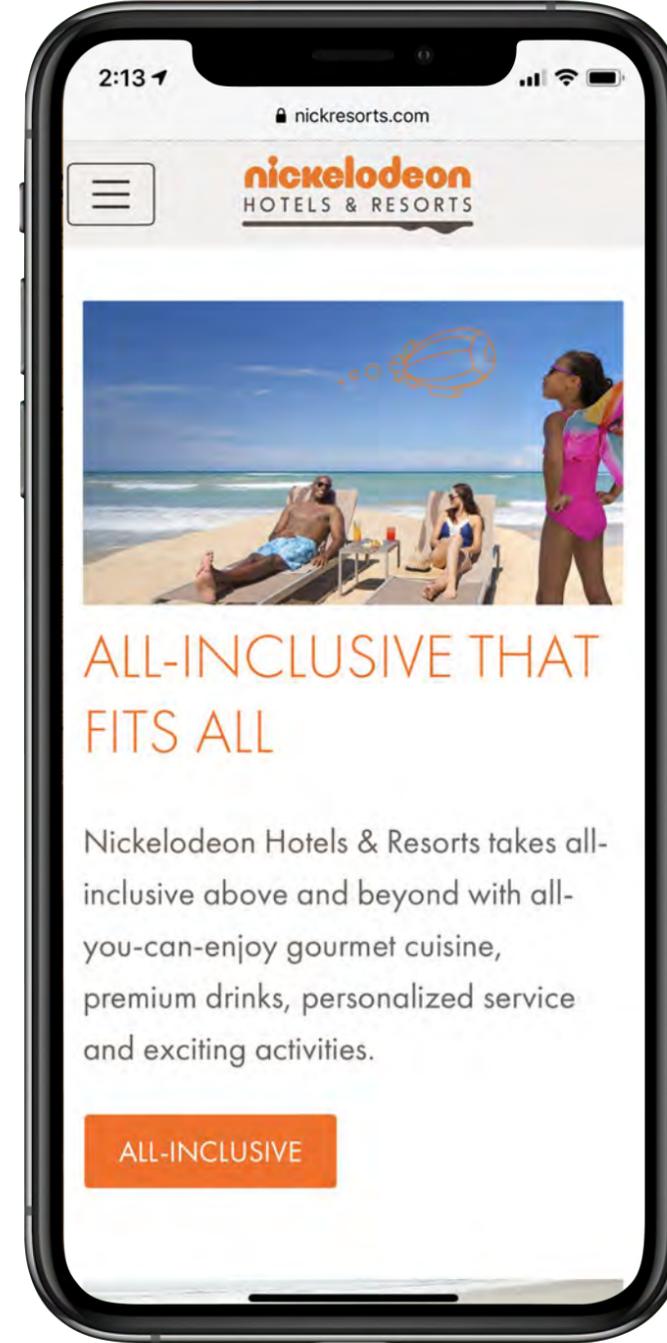
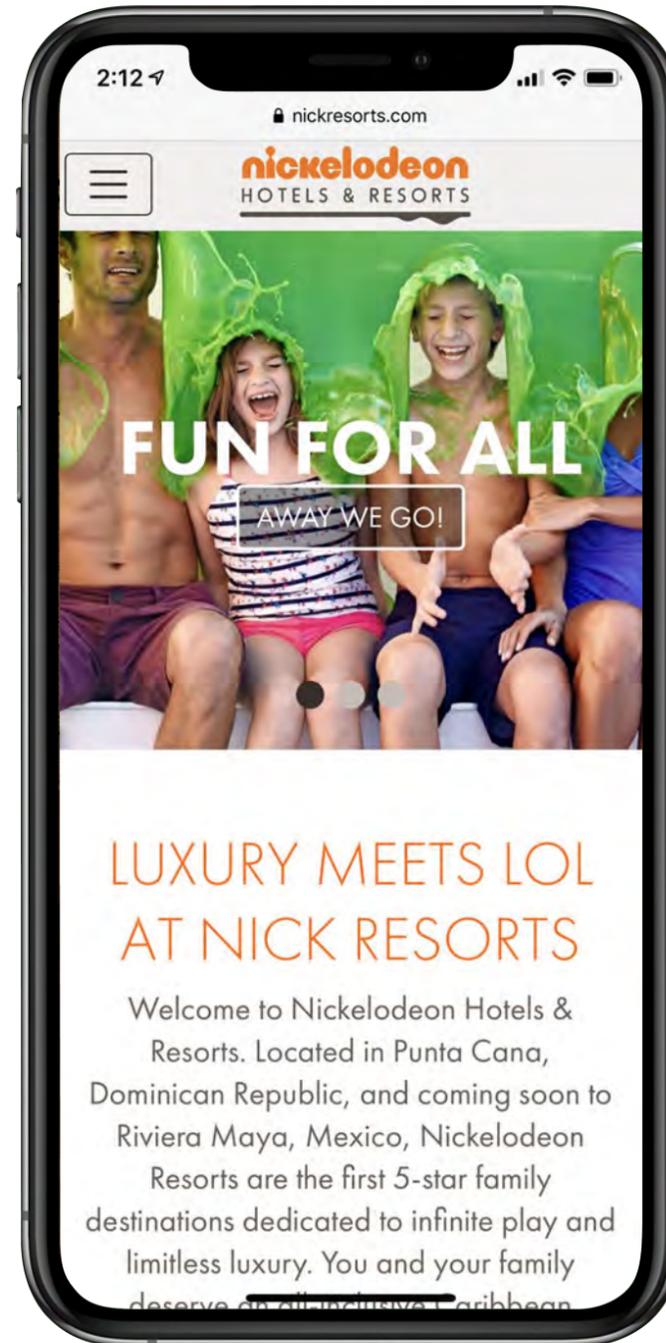


5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

THE CHALLENGE

With the initial Punta Cana property's success, the partner companies plan to unveil several more Nickelodeon branded resort experiences in beachside destinations.

Based on the success of the initial property's marketing, Viacom contracted Starmark to define a global site for **Nickelodeon Resorts**.



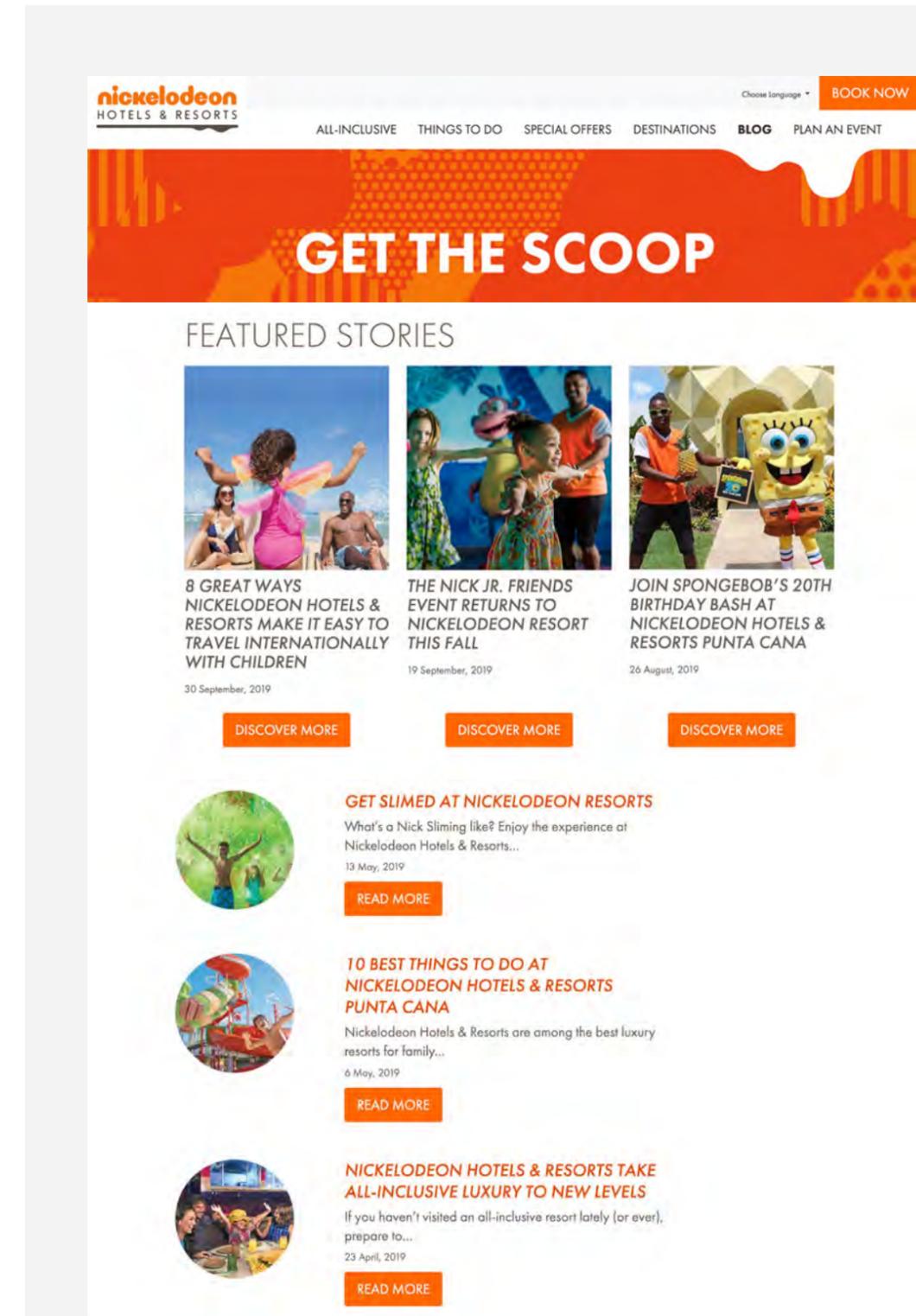
5A. KNOWLEDGE & EXPERIENCE | NICKELODEON HOTELS & RESORTS

THE SOLUTION

Our goal was to create a high-ranking, high performing experience site to serve as a funnel to booking pages. We created a content marketing strategy using a pillar and cluster model to power SEO efforts. From the start, the site was built on solid SEO and structural fundamentals. The experience was meticulously user tested from the very first wireframes to final staging links.

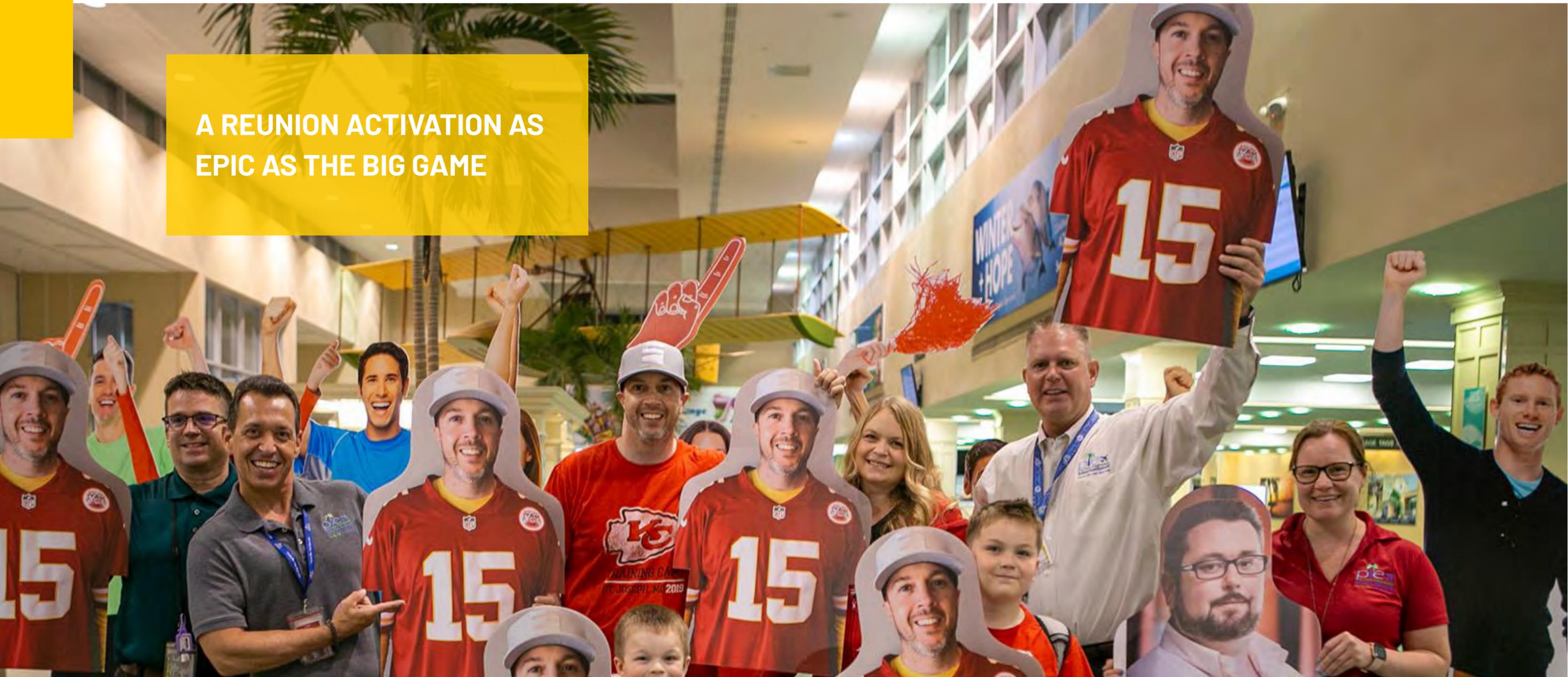
With the site launched, we now follow a monthly optimization and content creation cycle – constantly keeping the site fresh for users and site crawls. To measure performance, we use a variety of passive and active feedback mechanisms that align with our KPIs. In addition to passive analytics and direct user feedback, we also continuously optimize our user eCRM activities and conduct usability studies to investigate larger optimizations for future phases

www.nickresorts.com



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | ST. PETE-CLEARWATER INTERNATIONAL AIRPORT

A REUNION ACTIVATION AS
EPIC AS THE BIG GAME



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | ST. PETE-CLEARWATER INTERNATIONAL AIRPORT

Starmark helped PIE – St. Pete-Clearwater International Airport – garner national news attention and social media momentum with a reunion activation inspired by a friendship from the stands of Super Bowl® LV.

THE PRE-GAME COMMENTARY

PIE is an international airport situated just 20 minutes from the white-sand beaches of St. Petersburg and Clearwater, Florida. Unfortunately, this well-placed airport is often overshadowed – among both locals and incoming travelers – by the nearby Tampa International Airport.



[Click](#) to see the story

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | ST. PETE-CLEARWATER INTERNATIONAL AIRPORT

Our goals for PIE were to improve the airports recognition among locals and incoming travelers, and a chance occurrence at 2021's biggest sporting event provided the perfect opportunity to create a new kind of cross-country connection.

During Super Bowl LV in Tampa, thousands of fans made a \$100 charitable donation to have cardboard cutouts of themselves printed and placed in stadium seats that were left empty to maintain social distancing. Bucs fan and owner of Big Storm Brewery, LJ Govoni, found himself sitting next to the cutout of a Chiefs fan. LJ dubbed him "Frank," and the two became pals during the game, with LJ tweeting pics and even buying Frank a beer.

After the game LJ used Twitter to find the real "Frank." They met over Zoom, and LJ invited Frank, a.k.a. Iowa resident Clayton Whipple, to fly down to St. Pete for a reunion and a chance to meet each others' families.

Starmark partnered with PIE, Visit St. Pete-Clearwater and Allegiant Airlines to make it a trip to remember.



Compliments of Visit St Pete Clearwater Convention and Visitors Bureau © 2021

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | ST. PETE-CLEARWATER INTERNATIONAL AIRPORT

THE MAIN EVENT

This partnership covered airfare, hotel and a packed itinerary of family friendly must-sees. But it all started with a VIP welcome at PIE.

Welcome banners and a balloon arch in PIE brand colors were visible from the aircraft, greeting the Whipples as they deplaned. The welcome banners had a special hashtag for the occasion. There was a crowd of cutouts – including LJ and other recognizable faces – to greet them.

The arrival and reunion later in the trip were all captured on video, to be edited and shared via social media and with press contacts. PIE staff were present as ambassadors, wearing STAR badges to greet the family and pose for photos and videos. And the family's welcome gift included individual mini-PIEs as part of the theme.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | ST. PETE-CLEARWATER INTERNATIONAL AIRPORT

THE VICTORY CELEBRATION

The event caught fire on both social media and in the press, with the story earned screen time in media with a unique monthly viewership of 59,509,242. Combined with social traction, that's nearly sixty million impressions for an unforgettable story and the local airport, PIE, that made it possible.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

It's an
Island
thing.

REDEFINING A BRAND, FROM
EVERY DIRECTION

AWARD WINNER!

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

In a state with over 800 miles of beaches, how do you differentiate a single coastal destination from all the rest? Starmark's new campaign for the Amelia Island Convention & Visitors Bureau (AICVB) delivered a fresh perspective to help the Northeast Florida barrier island stand out in a literal "sea of sameness."

A CAMPAIGN AS UNIQUE AS THE DESTINATION IT REPRESENTS

There's nothing quite like the feeling of being on Amelia Island, so Starmark set out to encapsulate that feeling with the "It's an Island thing" campaign. The team's unique approach to storytelling framed the island around the vibe of "once you go, you get it" with sweeping vistas of its stunning topography. This showcased the destination's natural beauty while conveying the indescribable feeling of being there.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

ENDLESS VIEWS FROM EVERY DIRECTION

Videos were filmed using the latest drone technology to capture a bird's-eye view of the island in all directions. This footage complemented the street-level vignettes that were also filmed. The idea was to highlight the beaches to the east and the marshes to the west, and all the island charms in between.

With a five-day production schedule, Starmark and AICVB were able to build a dynamic content library in various sizes and formats, all of which were mobile-first.

“Island Thing is designed to bring to life the duality of a remote escape that's still easily accessible. The campaign execution is built on mini-storylines that reveal epic views in all directions. Our campaign really reflects the natural beauty of Amelia Island.”

— Dale Baron, Starmark VP, Executive Creative Director



[Watch Video](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU

SKY-HIGH RESULTS

To date, over 200 digital assets have been developed to support AICVB's website, digital media buy, social media and e-newsletters. And the results are even more impressive. Overall, the campaign has consistently performed 15 times higher than industry benchmarks on average. It has generated more than 36 million impressions, nearly 449,283 clicks, and a 1.25% click-through-rate. For print publications, circulation was 2,935,168.

“ We’ve always known Amelia Island is a special place. There’s no other place in Florida quite like it. This new campaign tells our island story, with captivating video that covers what our destination has to offer. ”

– Gil Langley, AICVB President & CEO

For more on the Amelia Island “It’s an Island thing” campaign, [watch the behind the scenes video](#)



[Watch Video](#)

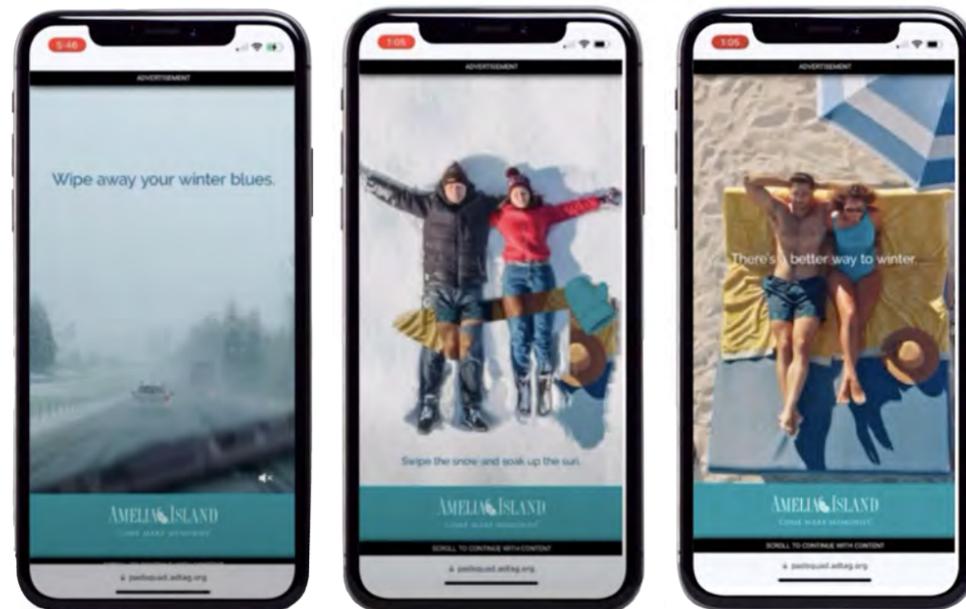
5A. KNOWLEDGE & EXPERIENCE CASE STUDY | AMELIA ISLAND CONVENTIONS & VISITORS BUREAU



HENRY FLAGLER
BEST OF SHOW FLAGLER

BRINGING ISLAND ESCAPES HOME WITH WEATHER-TRIGGERED ADS

The Starmark team created two impactful ads tailored to audiences in colder weather cities, featuring classic winter imagery swiping to warm Amelia Island getaways. The icy winter highway ad ran when temperatures were merely in the normal winter range. The more extreme snow angel ad kicked in based on a weather trigger for extreme winter weather. Both ads feature beautiful imagery from the new campaign that showcase the best island experiences to get viewers dreaming of a getaway.



[Watch Video](#)

[Watch Video](#)

RESULTS:

- 1,818,197 impressions with 73,081 engagements at a 9.39% rate
- 778,186 views
- Overall 57% video completion rate
- Extreme Weather Trigger: 9.71% Engagement Rate*
- Mild Weather Trigger: 9.04% Engagement Rate*

*Industry standard Engagement Rate Benchmark 2-3%

INSTANT EXPERIENCE ADS INVITE VIEWERS TO “FIND THEIR ISLAND THING”

Following the launch of Amelia Island’s successful “It’s an Island Thing” campaign, the Starmark team brought their thinking to social media. We developed a series of Instant Experience ads and took a seasonality approach to drive visitation during certain months that coincided with the destination’s comprehensive editorial calendar. The ads extended the campaign while promoting various partner hotels, restaurants and attractions.



RESULTS:

- Overall view time was 00:16, with a percentage of 72 viewed.
- Total number of clicks achieved was 43,655
- Reach was 571,518
- Impressions totaled 1,418,697
- Overall CPC was \$0.47

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT



**A CELEBRATION OF THE PAST AND
A PROMISE FOR THE FUTURE**

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

CREATING AN EXPERIENTIAL TOURISM EVENT THAT STANDS THE TEST OF TIME

When you think of Fort Lauderdale, chances are images of wild spring break parties come to mind. From the glory days of “Where the Boys Are” in the ‘60s to the revelry of the mid-1980s, college kids flocked to the local beaches in search of sun and fun. Today, Greater Fort Lauderdale embraces this storied past as much as it celebrates the future.

“Spring break shaped who we are today,” explained Stacy Ritter, president and CEO of the Greater Fort Lauderdale Convention & Visitors Bureau (GFLCVB). “We wouldn’t be the diverse, cosmopolitan destination we are now without our popularity among younger generations.”

Having been the GFLCVB’s strategic marketing partner for the last 12 years, perhaps no one was able to capture that sentiment better than Starmark. And at the GFLCVB’s recent 2020 Growth Plan Luncheon – it showed.

THE CHALLENGE

Every year, approximately 500 hospitality professionals and Broward County elected officials attend the luncheon to share tourism insights and outlooks. But on February 12, 2020, GFLCVB and Starmark had something different in mind. “We wanted to celebrate the many milestones Greater Fort Lauderdale has seen over the last 40 years,” continued Ritter. “While at the same time build excitement for this new decade of innovation and change that is upon us. And we needed the entire community behind it. All 31 municipalities.”

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

THE IDEA

Luncheon Theme

Inspired by the evolution of the destination, the Starmark team gave the luncheon a theme: “Elevate. Celebrate.”

The team then created a plan to take the audience through “the story of Greater Fort Lauderdale,” with a compelling experience guests could enjoy from the moment they arrived until the very end.

THE EXECUTION

The Journey Begins

After guests checked in, they traveled back in time as they strolled into the lobby where several 8-foot, backlit columns decorated the foyer. The museum-style columns represented Greater Fort Lauderdale’s history from the 1960s to the present day. The team researched hundreds of archives from the Fort Lauderdale Historical Society and the Broward County Library to find photos from the past. Guests could observe the photos on these columns, along with captions and dates explaining that point in time.

Entering the Timeline Tunnel

The photos from the columns then came to life through videos created in a 48-foot tunnel leading into the main ballroom: a luncheon feature that truly transported guests through the decades. The farther the guests walked, the more they could see the transformation from black and white spring break photos to colorful shots of today’s landscape.



[Click to experience the Journey](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

Using Technology to Create an Epic Atmosphere

At the end of the tunnel, guests entered the ballroom, where its walls were covered by a panoramic video of downtown Fort Lauderdale. Guests were transported to sweeping views of the skyline full of winding waterways, construction cranes, tall buildings and the Atlantic Ocean. In fact, it didn't feel like you were in a ballroom at all.

"I have never been prouder to be part of our hospitality community as I was [the day of the luncheon]...Deepest acknowledgment to the creative teams and staff that made this day a crowning moment for our destination," said Ina Lee, TravelHost Fort Lauderdale Magazine founder and trailblazer for the tourist industry as a 20-year member of the Marketing and Advertising Committee of the Convention & Visitors Bureau. (Lee currently serves as its vice chair.)

Once the guests were seated, their attention was captured by an animated postcard flying around the video screens on all four walls to land at the front of the ballroom. Dramatic and effective, the kabuki screen fell to the floor, revealing the stage as our main video began to play.

Guests Meet the New Greater Fort Lauderdale with a Video

Taking center stage, the "Story of Greater Fort Lauderdale" video utilizes photos from the past and hyperlapse footage from the present to reveal how the destination has evolved over time.



[Click to see the panoramic video](#)



[Click to meet the New Greater Fort Lauderdale](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

THE SHOW GOES ON

Starmark created an accompanying keynote presentation that stretched across three separate video screens on the stage, as the 2020 Growth Plan was revealed.

Throughout the presentation, the panoramic screens surrounding the ballroom changed during each segment. Massive cinemagraphs transported the audience to an underwater wonderland with sea turtles swimming around, the Florida Everglades with alligators lurking, and the local waterways with boats gliding by.

SMELLS LIKE TEAM SPIRIT

The team also wrote and produced a video showcasing the staff at GFLCVB. Airing at the luncheon, the video captured the GFLCVB team's passion for their destination, posing the question, "What do you love about Greater Fort Lauderdale?" Using a little bit of humor and a whole lot of heart, the video culminates in a rallying cry for the entire audience to join their mission of building community in the name of tourism.



[Click to experience the Team Spirit video](#)

5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

POSTCARDS

To foster community relationships between residents, officials, and the local tourism industry, guests were treated to a tin filled with custom-designed/written postcards: one for each municipality in Greater Fort Lauderdale, as well as the FLL Airport and Port Everglades. Each postcard was also featured in a photo-op wall in the lobby for guests to pose in front of at the end of the luncheon.



5A. KNOWLEDGE & EXPERIENCE CASE STUDY | VISIT LAUDERDALE 2020 GROWTH PLAN & EVENT

AUGMENTED REALITY EXPERIENCES

Strategically placed throughout the collateral were QR codes that linked to AR and 360-degree experiences Starmark created as selling tools for Visit Lauderdale. Experiences included an AR Facebook portal to the exterior of the new convention center expansion (a first-of-its-kind destination planning tool on social media), a 360-degree video from the top of a skyscraper in downtown Fort Lauderdale, and an AR Facebook table-top model of the new convention center expansion.



[Click to download DMO Plan](#)



TIME TO CELEBRATE

At the conclusion of the presentation, Ritter invited guests to pick up confetti cannons and toast to the new decade. Confetti rained down on the ballroom as the music from the “Story of Greater Fort Lauderdale” video flooded the speakers: a true celebration of how far we’ve come – together, as a community. Guests left the convention center that day in awe of the luncheon’s production level and feeling optimistic and empowered for the destination’s next chapter.

5B. PAST PERFORMANCE | PROJECT REFERENCES



**AMELIA ISLAND
CONVENTION & VISITORS BUREAU**

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KARISMA HOTELS & RESORTS**

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PARAMOUNT

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Director of Marketing
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erica.nunez@nick.com

6. PAST PERFORMANCE | TRANSPARENCY & INTEGRITY



6A. PAST PERFORMANCE | TRANSPARENCY & INTEGRITY – CLIENT COMMUNICATION

One of the major benefits of working with an Agile agency like Starmark is transparency. It's at the heart of how we work with every one of our clients. That means honesty in our communication, openness and thoroughness in our reporting and extremely candid and easy-to-understand project roadmaps.

Our goal at every stage is to create mutual understanding and alignment. It's the reason we're more efficient than traditional agencies. And it's why we've cultivated long-term, high-trust client relationships.

CLARITY IN HOW AND WHAT WE COMMUNICATE

One of our core principles is continuous improvement, and the only way to improve is to measure. We rely on clear, measurable goals for our projects and robust measurement systems so that we can understand how to make each cycle better than the last. This also gives you a clear view into how each part of your campaign is working.

In addition to this frequent, plain-language reporting, we also rely on regular retrospectives with you to make sure both business results and working relationships improve over time.

DIRECT ACCESS TO A BROADER TEAM OF EXPERTS

Another core principle of Agile is direct communication. Versus other agencies where almost all communication is handled through a single point of contact, Starmark thrives on direct communication between your internal team and our team members. Not only does this make projects more efficient, it also builds broad trust and understanding between Monroe County TDC and Starmark.

So instead of asking a media or creative question to your account manager and then waiting several days for an answer, you can have access to the subject matter experts who are running your project, right there when you need them. And because of our collaborative workstreams, built around the needs of your business, that same core team of experts is with you from your very first roadmap conversation to the results reporting and retro at the end of a multi-year marketing effort.



6A. PAST PERFORMANCE | TRANSPARENCY & INTEGRITY - CLIENT COMMUNICATION

At the start of your program, the Starmark team will create a **Project Roadmap**, which we will walk through in a collaborative session with Monroe County TDC and VFK teams. This roadmap and walkthrough lays out all the deliverables that are part of your successful marketing approach in plain language without marketing jargon. Together, we'll define and agree on priority phases for the work.

Using your roadmap, we'll then prepare a **Phase Summary Budget** that breaks your project down by the phases we defined together, laying out a price for each and every deliverable in the roadmap. This level of detail allows us to easily plan the work into two-week sprints and allows us the flexibility to move independent deliverables forward or back in the schedule if other priorities arise.

A **"Project Plan"** is then generated, which outlines when deliverables from the roadmap will be ready for review by sprint. Depending on how long client review time takes, every deliverable in the roadmap should be able to be completed in one to two sprints.

The **"Phase Summary Budget"** outlines the budget allocation for every deliverable as a line item, and, which month that deliverable will be invoiced as it is completed. This allows for open and transparent budget controls. Any deliverable that is discussed in the roadmap, but not included in Phase 1 may be held back for future work or a future phase. Everyone is aware what is included for the release of Phase 1, as opposed to what is planned for future releases.

	TOTAL	AS-VP	AS-M	AS-C	C-CD	C-ACD	C-AD	C-COPY	PROD	I-DM	I-BE	I-FE	IT	PM/OA	PR	M-STRAT	M-SSS	M-MEDIA	M-RA
Sprint 196 - 2/20 through 3/3	1	6	6	0	8	8	0	0	8	8	8	8	6	0	0	8	8	8	8
Sprint 197 - 3/6 Through 3/17	2	1	4	0	1	1	0	0	0	2	0	2	0	0	1	22	3	0	5
Sprint 198 - 3/20 Through 3/31	3	1	4	0	0	0	0	0	0	0	12	4	12	0	0	1	0	0	0
Sprint 199 - 4/3 Through 4/14	4	0	3.5	0	0	1	0	0	0	5	9	8	0	0	0	1	0	0	0
Sprint 200 - 4/17 Through 4/28	5	0	9	0	2	2	0	0	1	9	86	34	0	0	1	3	4	0	18
Sprint 201 - 5/1 Through 5/12	6	0	11	0	3	2	0	0	4	2	12	10	0	0	1	19	19	0	2
Sprint 202 - 5/15 Through 5/26	7	0	5	0	9	8	0	0	0	6	16	12	0	0	1	37	2	0	0
Sprint 203 - 5/29 Through 6/9	8	0	3	0	5	0	0	0	0	2	16	11	0	0	0	47	0	0	0
Sprint 204 - 6/12 Through 6/23	9	2	7	0	5	19	0	0	3	3	0	18	0	0	1	42.5	6	0	0
Sprint 205 - 6/26 Through 7/7	10	0	27	0	18.5	29	0	0	18	5	76	117	0	0	1	73	3	0	0
Sprint 206 - 7/10 Through 7/21	11	0	15	0	11	14	0	0	4.3	9	8	44	0	0	0	24	3	0	0
Sprint 207 - 7/24 Through 8/4	12	0	16	0	10	10	0	0	5	4	0	8	0	0	0	3	0	0	0
Sprint 208 - 8/7 Through 8/18	13	0	9	0	0	0	0	0	4	0	4	12	9	0	1	0	8	0	2
Sprint 209 - 8/21 Through 9/1 - Go Live	14	0	6	0	2	3	0	0	4	0	26	20	6	0	0	6.5	0	0	0
Sprint 210 - 9/4 Through 9/15	15	0	12	0	11	21	0	0	17	5	32	31	0	0	1	9	2.5	0	0
Sprint 211 - 9/18 Through 9/29	16	0	2	0	0	0	0	0	0	0	36	8	0	0	0	1	0	0	0
Total		10	139.5	0	85.5	118	0	0	107	60	341	347	33	0	8	297	58.5	8	33

Creation of the Project Plan (above) identifies the capacity by role by sprint, so that we can see how many resources are needed every sprint to accomplish the project on time.

Sample Phase Summary Budget (left) and Project Plan (right). Each row on the document is the name of a deliverable (what we call a User Story) from the Agile Roadmap. These documents are only created after a client and team walkthrough of the roadmap are complete.

Strategy and Foundation	Sprint	Priority 1	Priority 2	Priority 3
Build a news page for lawyers and admins to stay up to date with business updates and platform features				\$3,330.00
Determine best solution for archiving videos for closed cases in order to save money				\$5,000.00
Stakeholder interviews to inform project goals and align on business context (UCR)	1			\$1,700.00
Stakeholder interviews with lawyers who are considered power users to inform and understand pain points along the funnel	7			\$1,500.00
Perform competitive analysis to better understand competitive landscape	1			\$1,650.00
Create ER diagram for Dev to understand and document how all the systems integrate	1			\$2,850.00
Setup and configure 3rd party digital asset management tool	1			\$5,640.00
Create personas that will inform the success of the project	2			\$2,790.00
Create DEV, UAT and Prod environments	2			\$1,650.00
Create wireframes of the user interface to get approval before we start UI for efficiency	3			\$5,520.00
Establish app store accounts for ios and android for deployment	3			\$480.00
Define authentication process for all users	4			\$4,080.00
Establish KPIs to inform and track progress towards the program goal	4			\$1,800.00
Create a reporting data model to store data accurately for reporting	4			\$1,650.00
Create a dashboard for digital user behavior	6			\$2,100.00
Ability to connect UCR functionality into our app website (schedule/roadmap)	8			\$2,000.00
Create a launch plan to ensure going live runs smoothly	9			\$1,500.00
Monthly dashboard reporting()	13			\$1,200.00
Monthly maintenance plan to ensure platform is functioning and update ()	13			\$2,200.00
Create client training deck to train client on how to use the admin portal and video platform	13			\$1,800.00

Sprint	Story
Sprint 106 - 10/7 Through 10/16	Strategy and Foundation Stakeholder interviews to inform project goals and align on business context (UCR)
Sprint 106 - 10/7 Through 10/16	Strategy and Foundation Stakeholder interviews with lawyers who are considered power users to inform and understand pain points along the funnel
Sprint 106 - 10/7 Through 10/16	Strategy and Foundation Perform competitive analysis to better understand competitive landscape
Sprint 106 - 10/7 Through 10/16	Strategy and Foundation Create ER diagram for Dev to understand and document how all the systems integrate
Sprint 106 - 10/7 Through 10/16	Strategy and Foundation Setup and configure 3rd party digital asset management tool
Sprint 106 - 10/21 Through 10/31	Lawyer Features and Staff Create user journeys to understand the ideal use case for lawyers and paralegals
Sprint 106 - 10/21 Through 10/31	Strategy and Foundation Create personas that will inform the success of the project
Sprint 106 - 10/21 Through 10/31	Strategy and Foundation Create DEV, UAT and Prod environments
Sprint 106 - 10/14 Through 10/16	Strategy and Foundation Create wireframes of the user interface to get approval before we start UI for efficiency
Sprint 106 - 10/14 Through 10/16	Strategy and Foundation Establish app store accounts for ios and android for deployment
Sprint 106 - 10/14 Through 10/16	UCR Features Create user journey to understand the ideal use case for admins
Sprint 106 - 10/14 Through 10/16	E-commerce Architect a multi-revenue platform for future growth in search, payments, commissions, etc
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Lawyer Features and Staff Let lawyers make short video clips from full deposition videos
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Lawyer Features and Staff Design a mobile first, youtube like UCR that's familiar to lawyers
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Lawyer Features and Staff Create a new brand identity
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Strategy and Foundation Define authentication process for all users
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Strategy and Foundation Establish KPIs to inform and track progress towards the program goal
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	Strategy and Foundation Create a reporting data model to store data accurately for reporting
Sprint 106 - 10/18 Through 10/28 (Thanksgiving)	UCR Features Build user group with roles/permissions in the Admin
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Build a page to display a list of videos based on lawyer
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Build video page list all based on approved design
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Build out site global elements based on approved design
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Let lawyers download PDF transcript of deposition and exhibits
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Let lawyers download video clips on desktop
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff Develop a method for lawyers to receive push notifications
Sprint 106 - 10/28 Through 10/31	Lawyer Features and Staff First time login users we need to have them accept terms and conditions
Sprint 106 - 10/28 Through 10/31	UCR Features Design Admin functionality for uploading transcripts to associated video

7. FINANCIAL ABILITY TO PROVIDE SERVICES



7 B-C. FINANCIAL ABILITY TO PROVIDE SERVICES | GOVERNMENT POS, ESTIMATES & BILLING

COST ESTIMATES AND CONTROLS

Cost estimates are developed based on approved contracts and rates. Regardless of the estimate, if there is a change in scope or the project necessitates additional time, the Agency will not increase an estimate unless it is pre-approved. Our estimate review process is digital.

ACCOUNTING BILLING & REPORTING PROCESS

Through our agency's collaborative Agile approach, Starmark's experienced accounting team will partner closely with your stakeholders to ensure mutual understanding and agreement on all Monroe TDC and VFK requirements and processes, including billing, purchase orders, workflow, monthly reporting, quarterly reconciliations and any other financial reporting needs you have.

DAILY TRANSPARENCY

Our Agile Workstreams (which include both account and team) do quick check-ins each morning to assure the team full transparency regarding status of active deliverables, scope changes, new scope and/or cancelled work. Any project work you've approved, changed or canceled can be reconciled on your roadmap quickly and easily - with no hidden surprises.

BUSINESS FLEXIBILITY

Because we work in two-week sprints and always plan for change, flexibility is baked right into all our processes, including accounting. Should you need to shift gears or adapt quickly to evolving business needs, it won't be a painful process.

BIDDING, ESTIMATES & APPROVALS

We collaborate directly with Production Managers to ensure all contracts with third party vendor partners are based on written approval of estimates prepared by Starmark and authorized by a Monroe TDC or VFK team member or a written purchase order.

Signed estimates, purchase orders or insertion orders will be required for all applicable production, creative and media services.

Starmark will seek qualified bids according to SOX regulations for public companies and Government Service Agencies. These provide for very stringent bidding and reporting procedures which are subject to client audit at any time.

Digital Accounting folders are maintained to provide all necessary paperwork and documentation for all approved expenditures and required invoice support including affidavits and copies of publications, and/or screen shots for verification that media placement was fulfilled.

Examples of finance team reporting may include:

- Detailed monthly budget reporting including projects authorized, by brand, by market segment as well as the Partner portion of all cooperative programs.
- Forecast and project production costs.

Reports are issued monthly and reviewed by the account management team to keep your roadmap on target and within budget.

7D. FINANCIAL ABILITY TO PROVIDE SERVICES | TRANSPARENCY & SAMPLE RATE CARD

As an Agile agency, planning, prioritization and transparency are essential to us. Our Agile methodology influences everything we do, including compensation and project costs.

THE BEST RELATIONSHIPS ARE COLLABORATIVE AND TRANSPARENT

All costs down to the smallest detail will always be transparent and quantifiable through our collaborative roadmapping process. This initial planning session, held with Starmark and Monroe TDC and VFK teams together, defines everything we need to deliver for this project.

Upon completion of this collaborative roadmap, a **firm fixed price will be established for each and every deliverable.** This assures you a fully transparent budgeting process.

And as part of your roadmap, our experts may have ideas for these sites that add more value or better align with your goals than strictly the items in your RFP. The way we construct this roadmap of deliverables makes it quick and easy for you to define the value of each deliverable - ones you require in the RFP, as well as deliverables from Starmark that may move the needle even more. You can then decide which deliverables you want to include in Phase 1 (prior to launch), and Phase 2 (post launch items) and Phase 3 (future good ideas that may not make the cut right now).

CONFIDENTIAL SAMPLE RATE CARD	RETAIL RATE	BLENDED RATE
Account Director	\$225	\$150
Development Manager	\$275	\$150
Back End Developer	\$180	\$150
Front End Developer	\$120	\$150
UI/UX Strategist	\$175	\$150
Search & SEO Specialist	\$150	\$150
Creative Director	\$225	\$150
Art Director	\$170	\$150
Copywriter	\$150	\$150
Studio Services	\$120	\$150
IT Specialist	\$60	\$150
Business Analyst	\$200	\$150
Digital Producer	\$125	\$150
Digital Marketing Specialist	\$150	\$150
Social Media Specialist	\$150	\$150
Project Management & QA	\$150	\$150

Starmark is offering Monroe County TDC a bended rate for the entire team for this project. Final distribution of hours by role will be allocated at the conclusion of the Agile Project Roadmap.

Starmark's entire creative and development process - from concept to production - is integrated and in-house, ensuring an efficient workflow that produces the highest quality product.

8. CONDUCT BUSINESS IN FLORIDA & MONROE COUNTY + LOCAL PREFERENCE



8. CONDUCT BUSINESS IN FLORIDA & MONROE COUNTY + LOCAL PREFERENCE

State of Florida Department of State

I certify from the records of this office that STARMARK INTERNATIONAL, INC. is a corporation organized under the laws of the State of Florida, filed on February 26, 1998, effective February 24, 1998.

The document number of this corporation is P98000018940.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 6, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixth day of January, 2025*




Secretary of State

Tracking Number: 6969220878CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

8B-C. CONDUCT BUSINESS IN FLORIDA & MONROE COUNTY + LOCAL PREFERENCE

Our headquarters are in downtown Fort Lauderdale, at:

Starmark International, Inc.
201 E. Las Olas Blvd Ste. 1040
Fort Lauderdale, FL 33301

We practice what we call Orbiting. It helps us put our clients' programs at the heart of where and how we work, rather than assigning an arbitrary hybrid schedule of days in the office and at home. Our goal is to create better work by letting *what* we're going to do determine *how and where* we plan to do it.

We have different Orbits for different clients every sprint, and each one gets planned individually. For certain types of work, it makes more sense to be together at HQ. For other pursuits, it makes sense to work remotely. Often it is more efficient to work together at a client or partners location or in virtual reality to bring our ideas to life in a new way.



Starmark does not meet the Local Preference standard. In the future we look forward to partnering with 3rd party service providers to support Monroe County local businesses.

9. COMPLETION OF ADDITIONAL INFORMATION & CERTIFICATIONS



9A. RESPONSE FORM



RESPONSE FORM

RESPONSE TO: MONROE COUNTY BOARD OF COUNTY COMMISSIONERS

I acknowledge receipt of Addenda No.(s) 1

I have included:

Proposal <u>x</u>	Ethics Clause <u>x</u>
Non-Collusion Affidavit <u>x</u>	Drug Free Workplace Form <u>x</u>
Local Preference Form <u>x</u>	Public Entity Crime Statement <u>x</u>
Vendor Certification Regarding Scrutinized Companies List <u>x</u>	
Affidavit Attesting to Noncoercive Conduct for Labor and Services <u>x</u>	

In addition, I have included a current copy of the following professional licenses and business tax receipts:

Detail by Entity print out from Sunbiz and Copy of Annual Report

(Check mark items above, as a reminder that they are included.)

Mailing Address: 201 E Las Olas Blvd, Suite 1040 Telephone: 954-874-9000
Fort Lauderdale, FL 33301 Fax: 954-874-9013
Date: January 6, 2025

Signed: Jacqueline Hartnett Witness: [Signature]
(Name) (Seal)
President
(Title)

Competitive Solicitation for Professional Advertising Agency Services – 2024

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9B. ETHICS CLAUSE

ETHICS CLAUSE

SWORN STATEMENT UNDER ORDINANCE NO. 10-1990 MONROE COUNTY, FLORIDA

Jacqueline Hartnett, Pres. of Starmark warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former County officer or employee in violation of Section 2 of Ordinance No. 10-1990 or any County officer or employee in violation of Section 3 of Ordinance No. 10-1990. For breach or violation of this provision the County may, in its discretion, terminate this Agreement without liability and may also, in its discretion, deduct from the Agreement or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former County officer or employee.

Jacqueline Hartnett
(Signature)
1/6/25
(Date)

STATE OF Florida

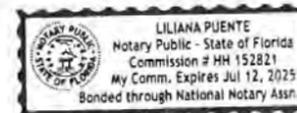
COUNTY OF Broward

Subscribed and sworn to (or affirmed) before me, by means of physical presence or online notarization, on January 6, 2025 (Date) by Jacqueline Hartnett (name of affiant). He/She is personally known to me or has produced personally known (type of identification) as identification.

Liliana Puente
NOTARY PUBLIC

My commission expires: July 12, 2025

OMB - MCP FORM #4



Competitive Solicitation for Professional Advertising Agency Services – 2024

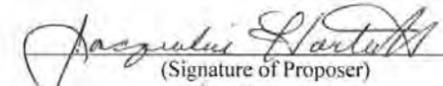
9C. NON-COLLUSION AFFIDAVIT

NON-COLLUSION AFFIDAVIT

I, Jacqueline Hartnett of the city of Fort Lauderdale according to law on my oath, and under penalty of perjury, depose and say that:

I am President of the Agency of starmark the Proposer making the Proposal for the project described in the Notice of Request for Competitive Solicitations for: Professional Advertising Services and that I executed the said Proposal with full authority to do so; and

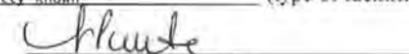
1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other Proposer or with any competitor;
2. Unless otherwise required by law, the prices which have been quoted in this Proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to Proposal opening, directly or indirectly, to any other Proposer or to any competitor;
3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit, or not to submit, a Proposal for the purpose of restricting competition; and
4. The statements contained in this affidavit are true and correct, and made with full knowledge that Monroe County relies upon the truth of the statements contained in this affidavit in awarding agreements for said project.


(Signature of Proposer)
1/4/25
(Date)

STATE OF: Florida

COUNTY OF: Broward

Subscribed and sworn to (or affirmed) before me, by means of physical presence or online notarization, on January 6, 2025 (Date) by Jacqueline Hartnett (name of affiant). He/She is personally known to me or has produced personally known (type of identification) as identification.


NOTARY PUBLIC

My Commission Expires: July 12, 2025

Competitive Solicitation for Professional Advertising Agency Services – 2024



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9D. DRUG FREE WORKPLACE CERTIFICATION

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute Section 287.087 hereby certifies that:

Starmark International, Inc.
(Name of Business)

1. Publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Informs employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Gives each employee engaged in providing the commodities or contractual services that are under Proposal a copy of the statement specified in Subsection 1.04.
4. In the statement specified in Subsection 1, notifies the employees that, as a condition of working on the commodities or contractual services that are under Proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Imposes a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
6. Makes a good faith effort to continue to maintain a drug-free workplace through implementation of this Section.

As the person authorized to sign the statement, I certify that this Agency complies fully with the above requirements.

Jacqueline Hartnett 1/12/25
Proposer's Signature Date

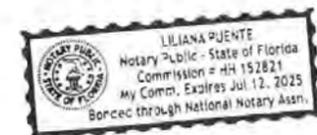
STATE OF: Florida
COUNTY OF: Broward

Subscribed and sworn to (or affirmed) before me, by means of physical presence or online notarization, on January 6, 2025 (date) by Jacqueline Hartnett (name of affiant). He/She is personally known to me or has produced personally known (type of identification) as identification.

Liliana Puente
NOTARY PUBLIC

My Commission Expires: July 12, 2025

Competitive Solicitation for Professional Advertising Agency Services – 2024

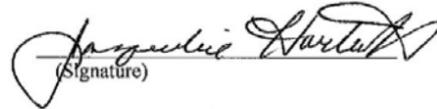


9E. PUBLIC ENTITIES CRIMES STATEMENT

PUBLIC ENTITY CRIME STATEMENT

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a CONTRACTOR, supplier, subcontractor, or CONTRACTOR under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

I have read the above and state that neither Starmark International, Inc. (Respondent's name) nor any Affiliate has been placed on the convicted vendor list within the last 36 months.

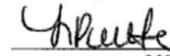

(Signature)

Date: 1/6/25

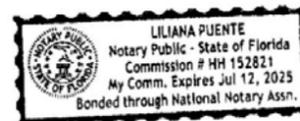
STATE OF: Florida

COUNTY OF: Broward

Subscribed and sworn to (or affirmed) before me, by means of physical presence or online notarization, on January 6, 2025 (date) by Jacqueline Hartnett (name of affiant). He/She is personally known to me or has produced personally known (type of identification) as identification.


NOTARY PUBLIC

My Commission Expires: July 12, 2025



9F. LOCAL PREFERENCE FORM

LOCAL PREFERENCE FORM

A. Vendors claiming a local preference according to *Ordinance 023-2009, as amended by Ordinance 004-2015* must complete this form.

Name of Bidder/Responder Starmark International, Inc. Date: January 6, 2025

1. Does the vendor have a valid receipt for the business tax paid to the Monroe County Tax Collector dated at least one year prior to the notice of request for bids or proposals? NO (Please furnish copy.)

2. Does the vendor have a physical business address located within Monroe County from which the vendor operates or performs business on a day to day basis that is a substantial component of the goods or services being offered to Monroe County? NO
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bid or proposal.)

List Address: _____

Telephone Number: _____

B. Does the vendor/prime contractor intend to subcontract 50% or more of the goods, services or construction to local businesses meeting the criteria above as to licensing and location? NO

If yes, please provide:

1. Copy of Receipt of the business tax paid to the Monroe County Tax Collector by the subcontractor dated at least one year prior to the notice or request for bid or proposal.

2. Subcontractor's physical business address within Monroe County from which the subcontractor operates:
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bids or proposals)

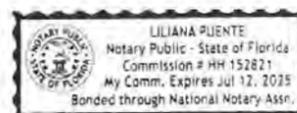
Address _____ Tel. Number _____
Signature and Title of Authorized Signatory for Bidder/Responder Jacqueline Hartnett Print Name: Jacqueline Hartnett

STATE OF Florida
COUNTY OF Broward

On this 6th day of Jan, 2025, before me, by means of physical presence or online notarization, the undersigned notary public, personally appeared Jacqueline Hartnett, known to me to be the person whose name is subscribed above or who produced personally known as identification, and acknowledged that he/she is the person who executed the above Local Preference Form for the purposes therein contained.

My commission expires: July 12, 2025 L. Puente
Notary Public

Competitive Solicitation for Professional Advertising Agency Services – 2024



9G. VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LIST

(Seal) Starmark International, Jacqueline Hartnett
Print Name

VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Project Description(s): Prof. Advertising Services for Monroe County Tourist Development Council

Respondent Vendor Name: Starmark International, Inc.

Vendor FEIN: 65-0817203

Vendor's Authorized Representative Name and Title: Jacqueline Hartnett

Address: 201 E. Las Olas Blvd, Suite 1040

City: Fort Lauderdale State: Florida Zip: 33301

Phone Number: 954-874-9000

Email Address: jhartnett@starmark.com

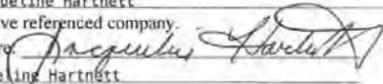
Section 287.135, Florida Statutes prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a Boycott of Israel. Section 287.135, Florida Statutes, also prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which were created pursuant to s. 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the Section entitled "Respondent Vendor Name" is not listed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel and for Projects of \$1,000,000 or more is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged in business operations in Cuba or Syria.

I understand that pursuant to Section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the County may be terminated, at the option of the County, if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel or placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or been engaged in business operations in Cuba or Syria.

Certified By: Jacqueline Hartnett, who is authorized to sign

on behalf of the above referenced company.

Authorized Signature: 

Print Name: Jacqueline Hartnett

Title: President

Note: The List are available at the following Department of Management Services Site:

http://www.dms.myflorida.com/business_operations/state_purchasing/vendor_information/convicted_suspended_discriminatory_complaints_vendor_lists

9H. AFFIDAVIT ATTESTING TO NON-COERCIVE CONDUCT FOR LABOR OR SERVICES

AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT FOR LABOR OR SERVICES

Entity/Vendor Name: Starmark International, Inc.

Vendor FEIN: 65-0817203

Vendor's Authorized Representative: Jacqueline Hartnett
(Name and Title)

Address:

201 E. Las Olas Blvd., Suite 1040

City: Fort Lauderdale State: Florida Zip: 33301

Phone Number: 954-874-9000

Email Address: jhartnett@starmark.com

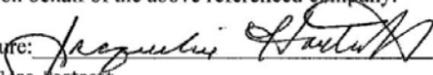
As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Jacqueline Hartnett, who is
authorized to sign on behalf of the above referenced company.

Authorized Signature: 

Print Name: Jacqueline Hartnett

Title: President

Competitive Solicitation for Professional Advertising Agency Services – 2024

9I. PROOF OF INSURANCE REQUIREMENTS

AAAABEN

DATE (MM/DD/YYYY)
01/06/2025

ACORD **CERTIFICATE OF LIABILITY INSURANCE**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER RSC Insurance Brokerage, Inc. 160 Federal Street Boston MA 02110	CONTACT NAME: Ashley Hubbard PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: ahubbard@risk-strategies.com	INSURER(S) AFFORDING COVERAGE INSURER A: AXIS Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
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NAIC #

INSURED
 Starmark International, Inc.
 201 E Las Olas Blvd
 Suite 1040
 Fort Lauderdale FL 33301

COVERAGES **CERTIFICATE NUMBER:** CL2411012605 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO. JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$ OTHER: \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER: \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ OTHER: \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N <input type="checkbox"/> N/A				PER STATUTE OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Multi-Media E&O/Tech, E&O Cyber Cyber Liability Sublimit		P-001-000145918-06	07/11/2024	07/11/2025	Each Loss \$2,000,000 Cyber Limit \$1,000,000 Aggregate \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Re: Professional Advertising Services for Monroe County Tourist Development Council.

CERTIFICATE HOLDER	CANCELLATION
Monroe County Tourist Development Council 1201 White St # 102. Key West FL 33040	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 

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AAAABEN

DATE (MM/DD/YYYY)
1/6/2025

ACORD **CERTIFICATE OF LIABILITY INSURANCE**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Commercial Lines - (248) 353-5800 USI Insurance Services LLC 2600 W. Big Beaver, Suite 140 Troy, Michigan 48084	CONTACT NAME: JoAnn Bruno PHONE (A/C, No, Ext): 248-353-5800 FAX (A/C, No): 610.537.2371 E-MAIL ADDRESS: GMBAAAACERT@usi.com	INSURER(S) AFFORDING COVERAGE INSURER A: XL Specialty Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
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NAIC # 37885

INSURED
 Starmark International
 201 E Las Olas Blvd, Suite 1040
 Fort Lauderdale, FL 33301

COVERAGES **CERTIFICATE NUMBER:** 15932118 **REVISION NUMBER:** See below

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO. JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/POP AGG \$ OTHER: \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER: \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ OTHER: \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A	RWC6200370	01/01/2025	01/01/2026	PER STATUTE OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RFP Response:
 Professional Advertising Services for Monroe County Tourist Development Council

CERTIFICATE HOLDER	CANCELLATION
Monroe County Tourist Development Council 1201 White St # 102 Key West, FL 33040	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 

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9I. PROOF OF INSURANCE REQUIREMENTS

ACORD CERTIFICATE OF LIABILITY INSURANCE DATE (MM/DD/YYYY) 01/07/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: RSC Insurance Brokerage, Inc. 160 Federal Street Boston MA 02110

CONTACT NAME: Ashley Hubbard PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: ahubbard@risk-strategies.com

INSURER(S) AFFORDING COVERAGE: INSURER A: AXIS Insurance Company NAIC #

INSURED: Starmark International, Inc. 201 E Las Olas Blvd Suite 1040 Fort Lauderdale FL 33301

COVERAGES: CERTIFICATE NUMBER: CL2482682397 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR (INSR, WVD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N N/A If yes, describe under DESCRIPTION OF OPERATIONS below					PER STATUTE \$ OTHER \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		P-001-000145918-06	07/11/2024	07/11/2025	Limit \$2,000.00 Retention \$25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: Professional Advertising Services for Monroe County Tourist Development Council.

CERTIFICATE HOLDER: Monroe County Tourist Development Council 1201 White St. #102 Key West FL 33040

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
AUTHORIZED REPRESENTATIVE: *RSC Insurance Brokerage Inc*

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ACORD CERTIFICATE OF LIABILITY INSURANCE DATE (MM/DD/YY) 01/06/2025

PRODUCER: SOUTHEAST INSURANCE GROUP Serial # 168302 2665 SOUTH BAYSHORE DRIVE - SUITE 1001 COCONUT GROVE, FL 33133

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE: INSURER A: PACIFIC INDEMNITY CO. / CHUBB NAIC# 20346
INSURER B: FEDERAL INSURANCE CO. / CHUBB 20281
INSURER C: HISCOX INSURANCE CO. 10200
INSURER D:
INSURER E:

INSURED: STARMARK INTERNATIONAL, INC. 201 E LAS OLAS BLVD. - SUITE 1040 FORT LAUDERDALE, FL 33301

COVERAGES: THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES, AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR DEDUCTIBLE 0 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJ <input type="checkbox"/> LOC	000036051302	9-8-2024	9-8-2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS DEDUCTIBLE 0	000073605301	9-8-2024	9-8-2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE \$ RETENTION \$	000078188419 FOLLOW FORM OF PRIMARY.	9-8-2024	9-8-2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 PROD COMP AGG \$ INCLUDED EXCESS COVERAG \$ 5,000,000 PERSON INJURY \$ 5,000,000
C	OTHER CRIME / A: FIDELITY & D: TECH FRAUD - \$ 2,500 PER OCCUR DED.	UC21229173.24	10-19-2024	10-19-2025	A: EMPLOYEE THEFT \$ 100,000 CLIENTS PROPERTY \$ 100,000 D: COMPUTER FRAUD \$ 100,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
CERTIFICATE HOLDER, THE MONROE COUNTY BOCC, ITS EMPLOYEES AND OFFICIALS ARE INCLUDED AS AN ADDITIONAL INSURED AS THEIR INTEREST MAY APPEAR AS RESPECTS TO THE OPERATIONS OF INSURED UNDER THIS POLICY, AS REQUIRED BY WRITTEN CONTRACT, SUBJECT TO POLICY TERMS, CONDITIONS & EXCLUSIONS. WAIVER OF SUBROGATION APPLIES, PRIMARY / NON-CONTRIBUTORY BY ENDORSEMENT IF REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER: MONROE COUNTY TOURIST DEVELOPMENT COUNCIL 1201 WHITE ST # 102, KEY WEST, FL 33040 RFP RESPONSE: PROFESSIONAL ADVERTISING SERVICES FOR MONROE COUNTY TOURIST DEVELOPMENT COUNCIL

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
AUTHORIZED REPRESENTATIVE 13459 KATHI PENNEY-GOEBEL

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9J. LITIGATION CHECKLIST

Person's or entity's shareholders with five percent or more of the stock or, if a general partnership, a list of the general partners; or, if a limited liability company, a list of its members; or, if a solely owned proprietorship, names(s) of owner(s):

Peggy Nordeen Estes, CEO

Jacqueline Hartnett, President

Brett Circe, Chief Digital Officer

Officers and directors of the entity:

Peggy Nordeen Estes, CEO

Jacqueline Hartnett, President

Brett Circe, Chief Digital Officer

Number of years the person or entity has been operating and, if different, the number of years it has been providing the services, goods, or construction services called for in the bid specifications (include a list of similar projects):

Date: February, 1998

26 years

Number of years the person or entity has operated under its present name and any prior names:

26 years

9J. LITIGATION CHECKLIST | DETAIL BY ENTITY NAME

1/6/25, 11:04 AM Detail by Entity Name



Department of State / Division of Corporations / Search Records / Search by Entity Name

Detail by Entity Name

Florida Profit Corporation
STARMARK INTERNATIONAL, INC.

Filing Information

Document Number	P98000018940
FEI/EIN Number	65-0817203
Date Filed	02/26/1998
Effective Date	02/24/1998
State	FL
Status	ACTIVE
Last Event	AMENDMENT
Event Date Filed	03/31/2011
Event Effective Date	NONE

Principal Address

201 East Las Olas Blvd
Suite 1040
Fort Lauderdale, FL 33301

Changed: 10/20/2021

Mailing Address

201 East Las Olas Blvd
Suite 1040
Fort Lauderdale, FL 33301

Changed: 01/23/2023

Registered Agent Name & Address

FEINSTEIN, MICHAEL
888 E. LAS OLAS
SUITE 700
FORT LAUDERDALE, FL 33301

Name Changed: 06/13/2008

Address Changed: 06/13/2008

Officer/Director Detail

Name & Address

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=STARMARKINTERN...> 1/3

1/6/25, 11:04 AM Detail by Entity Name

Title CEO

NORDEEN, ESTES, PEGGY CEO
201 East Las Olas Blvd
Suite 1040
Fort Lauderdale, FL 33301

Title PRES

HARTNETT, JACQUELINE PRES
201 East Las Olas Blvd
Suite 1040
Fort Lauderdale, FL 33301

Title VP

CIRCE, BRETT VP
201 East Las Olas Blvd
Suite 1040
Fort Lauderdale, FL 33301

Annual Reports

Report Year	Filed Date
2023	01/23/2023
2024	01/17/2024
2025	01/06/2025

Document Images

01/06/2025 - ANNUAL REPORT	View image in PDF format
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01/23/2023 - ANNUAL REPORT	View image in PDF format
01/25/2022 - ANNUAL REPORT	View image in PDF format
10/21/2021 - AMENDED ANNUAL REPORT	View image in PDF format
01/19/2021 - ANNUAL REPORT	View image in PDF format
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03/21/2012 - ANNUAL REPORT	View image in PDF format
08/09/2011 - ANNUAL REPORT	View image in PDF format
03/31/2011 - Amendment	View image in PDF format
01/17/2011 - ANNUAL REPORT	View image in PDF format
02/25/2010 - ANNUAL REPORT	View image in PDF format
04/03/2009 - ANNUAL REPORT	View image in PDF format

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=STARMARKINTERN...> 2/3

1/6/25, 11:04 AM Detail by Entity Name

06/13/2008 - ANNUAL REPORT	View image in PDF format
07/10/2007 - ANNUAL REPORT	View image in PDF format
03/08/2006 - ANNUAL REPORT	View image in PDF format
04/29/2005 - ANNUAL REPORT	View image in PDF format
04/02/2004 - ANNUAL REPORT	View image in PDF format
06/06/2003 - Reg. Agent Change	View image in PDF format
02/10/2003 - ANNUAL REPORT	View image in PDF format
02/17/2002 - ANNUAL REPORT	View image in PDF format
09/10/2001 - Reg. Agent Change	View image in PDF format
04/03/2001 - ANNUAL REPORT	View image in PDF format
05/15/2000 - ANNUAL REPORT	View image in PDF format
04/23/1999 - ANNUAL REPORT	View image in PDF format
03/04/1999 - Amendment and Name Change	View image in PDF format
02/26/1998 - Domestic Profit	View image in PDF format

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=STARMARKINTERN...> 3/3

9J. LITIGATION CHECKLIST

The Proposer must provide answers to the following questions regarding claims and suits:

- (1)** Has the person, principals, entity or any entity previously owned, operated or directed by any of its officers, major shareholders or directors, ever failed to complete work or provide the goods for which it has contracted? Yes or **NO**. If yes, provide details.
- (2)** Are there any judgments, claims, arbitration proceeding or suits pending or outstanding against the person, principal of the entity, or entity, or any entity previously owned, operated or directed by any of its officers, directors, or general partners? Yes or **NO**. If yes, provide details.
- (3)** Has the person, principal of the entity, entity, or any entity previously owned, operated or directed by any of its officers, major shareholders or directors, within the last five (5) years, been a party to any lawsuit, arbitration, or mediation with regard to an Agreement for services similar to those requested in the specifications with private or public entities? Yes or **NO**. If yes, provide details.

(4) Has the person, principal of the entity, or any entity previously owned, operated or directed by any of its officers, owners, partners, major shareholders or directors, ever initiated litigation against the County or been sued by the County in connection with an Agreement to provide services, goods or construction services? Yes or **NO**. If yes, provide details.

(5) Whether, within the last five (5) years, the owner, an officer, general partner, principal, controlling shareholder or major creditor of the person or entity was an officer, director, general partner, principal, controlling shareholder or major creditor of any other entity that failed to perform services or furnish goods similar to those sought in the request for competitive solicitation: Yes or **NO**. If yes, provide details.

9J. LITIGATION CHECKLIST | CLIENT REFERENCES



**AMELIA ISLAND
CONVENTION & VISITORS BUREAU**

Contact: Gil Langley, President & CEO
T: 904-277-4369
glangley@ameliaisland.com



**PREMIER WORLD MARKETING
KARISMA HOTELS & RESORTS**

Contact: Mandy Chomat
Chief Marketing & Sales Officer
T: 404-550-8306
mchomat@karismahotels.com



PARAMOUNT

Contact: Erica Nunez
Director of Marketing
T: 212-846-7701
erica.nunez@nick.com

9J. LITIGATION CHECKLIST | CREDIT REFERENCES



AUDACY
8300 NE 2nd Ave, Ste 200
Miami, FL 33138
Contact: Jennifer Cody
Jennifer.Cody@entercom.com
954-588-6674

DIAMOND VIEW
1616 E Bearss Avenue,
Tampa, FL 33613
Contact: Jeff McKown
jeff@diamondviewstudios.com
813-972-5400

SOUTHEAST INSURANCE BROKERAGE CO.
2665 South Bayshore Dr., Ste 1001
Coconut Grove, FL 33133
Contact: Kathi Penney-Goebel
kgoebel@southeastinsurance.com
305- 442-1500

9K. MONTHLY FEE & HOURLY RATE CARD

Starmark is offering Monroe County TDC a bended rate for the entire team for this project. Final distribution of hours by role will be allocated at the conclusion of the Agile Project Roadmap.

CONFIDENTIAL SAMPLE RATE CARD	RETAIL RATE	BLENDED RATE
Account Director	\$225	\$150
Development Manager	\$275	\$150
Back End Developer	\$180	\$150
Front End Developer	\$120	\$150
UI/UX Strategist	\$175	\$150
Search & SEO Specialist	\$150	\$150
Creative Director	\$225	\$150
Art Director	\$170	\$150
Copywriter	\$150	\$150
Studio Services	\$120	\$150
IT Specialist	\$60	\$150
Business Analyst	\$200	\$150
Digital Producer	\$125	\$150
Digital Marketing Specialist	\$150	\$150
Social Media Specialist	\$150	\$150
Project Management & QA	\$150	\$150

Starmark's entire creative and development process – from concept to production – is integrated and in-house, ensuring an efficient workflow that produces the highest quality product.

