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<p>Question: 1</p>	<p>Re: RFP, Section General - What is the budget and timeline for this initiative? The details of the RFP seem to articulate a comprehensive effort, yet the concept of labeling the initiative as a "grassroots" effort implies a minimal budget and more directional (vs. specific) recommendations. Please elaborate.</p>
	<p>Answer: As stated in the RFP, you'll have November, December and January to complete the research. You'll present data-driven results to us about target audience, messaging and mediums in February. We'll need you to help us understand what it costs to do that.</p>
<p>Question: 2</p>	<p>Re: RFP, Section III-I Technical Submittal, A. Emergency Preparedness. - What is the context for asking the vendor to provide this information and is a response here required? This is typically something that is asked for in IT-based RFPs, so we are seeking the best way to answer these questions if required. What characteristics of this initiative classify it as "critical business services"? Please elaborate and provide examples of what the Commission is seeking.</p>
	<p>Answer: PDA realizes this is not an IT specific procurement. For example, the potential offeror should detail their plan for offsite data storage if their headquarters would be comprised and how it would affect the deadline for this specific procurement.</p>
<p>Question: 3</p>	<p>Re: RFP, Section I-9 Questions, Pre-Proposal Conference - Will questions asked/submitted during the pre-proposal conference on 10/18 be considered "official" in the same manner that those submitted by the 10/16 email deadline be considered "official"? Please elaborate.</p>
	<p>Answer: All questions submitted in advance or posed at the pre-proposal conference and any answers given are not an official part of the RFP until they are posted to marketplace by the date indicated in the RFP.</p>
<p>Question: 4</p>	<p>Re: RFP, Section III-I Technical Submittal, Section 3 - Does the commission want a single specific advertising concept that is ready for execution ("implementation")? This would include type of ads, where the ads were to be placed, TV/radio commercials, etc. Alternatively, is execution of specific tasks either implied or actually required by the selected vendor? If execution of the delivered concept is separate, will there be a separate RFP for those services? If that is the case, will the vendor selected for these services be excluded in any way from participating in the subsequent RFP? Please provide a thorough and detailed response.</p>
	<p>Answer: As stated, we are looking for a company to do appropriate research and come back to us with data driven directions on who we should be targeting, what messages resonate with that audience and how they consume media. The Commission has not</p>

	discussed a second RFP so commenting about a second RFP would be premature. That is as detailed as we can be at this time.
Question: 5	Re: RFP, Section III-I Technical Submittal, Section 5 - In the Approach, sub-bullet A, the RFP states the need to attract young people. Is that a conclusion that young people are a mandatory segment? Is it possible that age would not be a factor to use in segmentation? Please elaborate your response including the thought process leading up to the statement about attracting young people.
	Answer: Attracting young people benefits us by gaining their revenue stream over a longer period of time. Would caution you not to overthink this. We need to find a new audience with disposable income, understand what messages attract them and how to reach them.
Question: 6	Re: RFP, Section IV-Costs - Can we list travel expenses as will be billed at cost or do we need to include in the bid? Is the Cost Submission, in general, intended to be "all inclusive"? Please elaborate
	Answer: Cost: Yes, travel can be inserted as a billable cost on your cost submittal (Appendix H). All travel costs must be in accordance with the Commonwealth's Travel Management Directive.
Question: 7	Re: RFP, Section III-I Technical Submittal, Section 5 - The RFP clearly states that a branding statement is one potential deliverable, which implies that an advertising concept is also required. Do you want a new customer experience, potential list of new products and services and/or a new look and feel at the track? Please elaborate your response.
	Answer: Yes, we are looking to give a new image and experience to fans that aligns with the research results. We want to know consumer's attitudes, preferences and media consumption.
Question: 8	Re: RFP, Section III-I Technical Submittal, Section 3 - Are you looking at all tracks as one group or as individual tracks? Please elaborate (the rationale of) your response.
	Answer: We are look at all tracks as one group, the commonality being they all offer the same basic product in different "flavors."
Question: 9	Re: RFP, Section III-I Technical Submittal, Section 3 - Does the Commission require revenue projections as part of the overall deliverable package? Please elaborate.
	Answer: No.
Question: 10	Re: RFP, Section III-I Technical Submittal, Section 8 - This was listed in Project Updates section: Suggested time distribution, 2 days in each of the five markets (10 days), 1 week of phone research/surveys (5 days), 1 week to write document (5 days), A week to

	<p>edit video (5 days), 1 week to plan (5 days). What does this statement mean in the context of "Project Updates"? Please clarify thoroughly</p>
	<p>Answer: 5 markets have racetracks. We would like to see you spend time with focus groups in each of those markets. We anticipate you would conduct phone research with relevant stakeholders. All that data will likely take five days to compile into a document. We encourage creativity and expect that some may decide to use a video with the conclusions. The committee expects updates on your research as you move through the process.</p>
<p>Question: 11</p>	<p>Re: RFP, Section General - Besides this specific effort to improve the marketing, what other activities are being considered to improve the profitability of racing? Please elaborate.</p>
	<p>Answer: We can provide to you contact information at each track to discuss their efforts individually.</p>
<p>Question: 12</p>	<p>Re: RFP, Section General - What firm or firms are currently responsible for marketing/advertising for PA horse racing and for each race track? Are they eligible to bid on this RFP? Please elaborate.</p>
	<p>Answer: Information of the firms currently employed by the individual tracks can be provided by the track itself. Contact information for each track will be provided. No firm seated on the Marketing Committee will be able to bid on this RFP.</p>

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Question: 1	Re: Is there any flexibility to the contract delivery / conclusion date of February 28, 2018?
	Answer: No flexibility for the final report date
Question: 2	Re: Has PDA or the State Horse Racing Commission completed recent research findings that would be shared with your selected partner? Can you please outline those topical findings?
	Answer: A PDF Document will be provided for: 1) February 2017 Joint State Government Commission, Horse Racing in Pennsylvania 2) 2016 Racetrack Casino Benchmark Report by the Pennsylvania Gaming Control Board

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Question: 1	Re: Is the Commission currently working with an incumbent agency?
	Answer: No.
Question: 2	Re: How many Offerors are responding to the proposal or how many bids does the Commission expect to review?
	Answer: PDA has no idea how many potential offerors there are at this time.
Question: 3	Is there a budget assigned to the project or a budget range for this engagement be provided?
	Answer: Budget range is \$30,000 to \$50,000.
Question: 4	Re: We are a privately held company and do not create annual reports including balance sheets or income statements and therefore these are not available for review for this RFP response. Does not providing our financials immediately remove us from contention? Will not providing our financials negatively impact the evaluation of our proposal?
	Answer: If a Potential Offeror fails to demonstrate sufficient financial capability to assure good faith performance of the contract, they may be required to provide performance security as detailed in II-5 of the RFP.
Question: 5	Re: How have the tracks marketed themselves in the past? Targets, messages, channels?
	Answer: We can provide to you contact information at each track to discuss their efforts individually.
Question: 6	Re: Has research among track visitors/non-visitors been conducted in the past? When? Will it be made available?
	Answer: We can provide to you contact information at each track to discuss their efforts individually.
Question: 7	Re: How do the tracks that offer other forms of gaming compete with the casinos in the state?
	Answer: All six pari -mutual tracks are race-casinos

Question: 8	Re: What is the trading area for each track? [eg, what is the radius around the track where most visitors reside? 5 miles? 20 miles?]
	Answer: 40 miles
Question: 9	Re: The assignment is for a creative strategy to draw new and current visitors. Have any studies been conducted on the user experience at the track? Is it seen as an enjoyable experience, or are there problems that need to be addressed prior to implementing a campaign?
	Answer: No current studies have been done for Pennsylvania.
Question: 10	Re: Are the tracks considered family-friendly? Are there offerings/services available to engage children while parents enjoy the races?
	Answer: Yes, All tracks host family fun days' multiple times during a month.
Question: 11	Re: What are the roles of the Commission and the individual tracks? How will decisions be made?
	Answer: The State Horse Racing Commission represents the state 's racing industry. Managed under a common mission: to direct, regulate, secure and promote t he horse racing and breeding industry in the commonwealth. The Marketing Advisory Committee will gives its recommendation to the Commission. The Commission has final approval for all awards.
Question: 12	Re: Does the Commission or the individual tracks maintain mailing lists that can be used in the research?
	Answer: The Commission does not. We can provide to you the contact information at each track.
Question: 13	Re: Will stakeholders from the Commission and the individual tracks make themselves available for gathering insights?
	Answer: Yes, we can provide to you contact information at each track and stakeholder association.
Question: 14	Re: Are there requirements or restrictions on usage of third party service providers? Is there a formal approval process used for third-parties? Does the Commission have a list of approved vendors?

	There are no restrictions on the usage of third party service providers, however, the selected offeror must perform at least 50% of the total contract value. There is no formal approval process for third party service providers unless they are a Small Diverse Business/Small Business participants. Details for that process are located in Part V of the RFP.
Question: 15	Re: Is the Commission a member of any industry association that has research available?
	Answer: A PDF Document will be provided for: 1) 2017 Horse Racing in Pennsylvania, Joint State Government Commission 2) 2016 Racetrack Casino Benchmark Report by the Pennsylvania Gaming Control Board
Question: 16	Re: Who will sponsor the resulting campaign? Will marketing be conducted by the Commission, or will each track implement their own version of the creative strategy?
	Answer: Marketing research data will be shared with the tracks and stakeholders. The Commission will sponsor the Statewide Branding Campaign
Question: 17	Re: Will the answers to all Offerors questions be shared?
	Answer: The full Q&A will be posted on emarketplace by the date listed on the Calendar of Events in the RFP.
Question: 18	Re: Are there any insights into past, current and future target markets and how/why that has changed or is changing?
	Answer: Some Reasons for the decline in Horse Racing. 1) Other forms of Gambling 2) Inability to present racing effectively on TV 3) Public Perception 3) High Takeout Rates 4) Basic Knowledge of Racing 5) Past Fan Experience 5) Age of Current Patrons
	Re: Are there existing insights into the reason for a 71% decline in PA horse race betting?
	Answer: Yes.

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Question: 1	Re: Have you previously completed any brand image/perception market research in the Commonwealth on horse racing? If Yes, would you provide details on when, what, what you liked about it, and what you wished had been done differently.
	Answer: No market research was done. A brand image called "track pack" was done in 2012. The Commission did not have an input in the "track pack" image or marketing strategy. The industry did not see any benefits from the "track pack" campaign. Background information for the "track pack" will be provided.
Question: 2	Re: Is there an advertising agency already selected/of record for the next steps in the process? If Yes, will they be included in the research phase?
	Answer: No.
Question: 3	Re: Is it acceptable to provide a menu of options for the primary research methodology?
	Answer: Yes, preferred.
Question: 4	Re: Is there a proposed budget for this research?
	Answer: Budget \$30,000 to \$50,000.