

**REQUEST FOR QUOTATIONS FOR SERVICES FROM THE CREATIVE  
ADVERTISING AND AUDIO VISUAL-INTERACTIVE PRODUCTION SERVICES**

**RFQ # 6100024705**

**QUESTIONS AND ANSWERS**

1. Q. What does success look like for you?

A. Quantifiable and qualitative impact on: (i) audience reach for traditional print media both in-state and out-of-state; (ii) audience reach for trade publications and issue-specific media both in-state and out-of-state (iii) reach, impressions, engagement, influence, relevance, impact, and value for social media; (iv) awareness, understanding, relevance, and advocacy in survey research/rankings; and (v) Return-on-Investment.

2. Q. How would you describe the Pennsylvania brand? What, in your opinion, is the current perception?

A. Pennsylvania's brand is in transition – pushed by shale gas development – manufacturing becoming relevant again – an ecosystem of life science industries – research and technology growing out of our universities – and an export network that is the best in the nation. Are we innovative, cutting-edge, job creating and competitive? The brand is still agricultural/rural with two city anchors – Philadelphia and Pittsburgh with an abundance of history and hard working blue collars residents.

To sum it up, our brand is that “Pennsylvania is open for business” on an international level, our brand is “Pennsylvania is the Gateway to U.S. Markets.”

3. Q. Are there any imperatives that should be taken into consideration?

A. Pennsylvania is working to overcome stereotypes that have plagued the state for a number of years including but not limited to being known as a state with an unfriendly business climate, high business tax climate and a largely industrial state.

We are working diligently to rebrand Pennsylvania as a state that has a much improved business climate with significant tax reform. Additionally, Pennsylvania is transforming into a more diverse economy with innovation, life sciences, meds & eds, and advanced manufacturing, while maintaining our heritage with the growth of the oil and gas industry and traditional manufacturing.

4. Q. Are there any existing, or planned, state abatements that help appeal to and attract businesses?

A. (1) PA Business Development Authority - new initiative to combine multiple programs plus all the existing loans, tax credits, loan guarantees, bonds and grants found at [www.newPA.com](http://www.newPA.com)

(2) The Keystone Opportunity Zone program is known nationally as a key economic development tool providing for certain state, county and local tax abatements. The program was recently amended to add additional zones and expand existing zones.

(3) PA Resource Manufacturing Tax Credit – A new tool that will take effect in 2017 to attract industries that process natural gas containing ethane.

(4) The Commonwealth also offers a number of grant, loan and tax credit programs for businesses of all sizes, from start-up to expansion.

5. Q. Is there a specific corporate industry you'd like to attract and/or grow in Pennsylvania?

A. Advanced Manufacturing & Materials (Additive Manufacturing); Life Sciences; Agribusiness; Technology; Energy; Logistics – including the use of PA's ports.

6. Q. Who is your target audience for tourism?

A. Domestic (surrounding states and internal) and Canadian markets for leisure, sports and groups. Overseas for group and meetings/conventions and foreign students.

7. Q. What is the average overnight stay in each target area? What is the average number of visitations per family and per individual? How does this compare to your goals?

A. The metrics are: total hotel rooms sold; room revenue; export volume; jobs; state and local tax revenue; total visitors - the research is broken down into county-by-county data available at <http://www.visitpa.com/research-statistics>

8. Q. What, in your opinion, are the biggest barriers for driving tourism and economic development in Pennsylvania?

A. Tourism has traditionally been a "promotional" marketing to attract tourists' effort. The economics of the industry, regulatory impacts, infrastructure needs, financing and

business services has largely been ignored. The marketing has shifted from a state-wide effort to county/regional efforts due in large part to local hotel room tax and state marketing dollars substantially decreasing. The tourism partners have primarily been tourist promotion agencies (TPA) whose primary mission is marketing the attraction of the tourism assets in their counties.

For economic development, overcoming the stereotypes mentioned in question three. Additionally, there are certain states that Pennsylvania simply will struggle to compete with, particularly in the south. Our focus has to be relative, competing with the Northeast and Mid-Atlantic states.

9. Q. Are there any existing strategic partnerships at the state or local level that we could / should leverage?

A. There are regional marketing efforts that have evolved through former regional marketing grants. The county TPA's have continued to cooperate in marketing efforts. Additionally, DCNR has created Conservation Landscape Initiatives that are a combination of natural resources, heritage assets, conservation efforts and tourism infrastructure (state parks, agri-tourism, etc.).

The PREP partners (regional economic development partners) are the Commonwealth's network of partners in 10 regions throughout the state. There are additional groups like the Life Sciences Greenhouses, Ben Franklin Technology Partners, colleges and universities and regional and local chambers. Team Pennsylvania Foundation is also a very strong private-sector partner of the Commonwealth.

10. Q. Who manages your website?

A. NewPA.com and FilminPA are managed internally at DCED. VisitPA.com is managed by Miles Media.

11. Q. How many monthly visits are currently generated to your site? Are there any planned revamps to the site?

A. NewPA.com recently re-launched in November. VisitPA.com is redesigned and will launch on March 25th. FilminPA.com is currently under review for redesign. We are continuing to evaluate all three sites and would like to continuously evaluate the sites and update content.

Annual Analytics for newPA.com:

Pageviews

**4,060,814**

% of Total: **100.00%** (4,060,814)

Unique Visitors

**839,770**

% of Total: **100.00%** (839,770)

Bounce Rate

**31.40%**

Site Avg: **31.40%** (0.00%)

% New Visits

**54.02%**

Site Avg: **54.02%** (0.00%)

Annual Analytics for FilminPA.com:

Pageviews

**54,649**

% of Total: **100.00%** (54,649)

% New Visits

**66.96%**

Site Avg: **66.96%** (0.00%)

Unique Visitors

**14,649**

% of Total: **100.00%** (14,649)

Bounce Rate

**54.77%**

Site Avg: **54.77%** (0.00%)

Annual Analytics for VisitPA.com:

Pageviews

**6,365,110**

% of Total: **100.00%** (6,365,110)

Unique Visitors

**1,947,146**

% of Total: **100.00%** (1,947,146)

Bounce Rate

**50.87%**

Site Avg: **50.87%** (0.00%)

% New Visits

**80.36%**

Site Avg: **80.36%** (0.00%)

12. Q. What is your current social media reach and areas of influence? What tools do you use / would like to enhance? What other tools would you like to start using?

A. On the economic development side, we primarily work through Twitter, LinkedIn, newpa.com, e-newsletters, and news releases and pitches.

On the tourism side, we are very active on Facebook, Twitter, Foursquare, visitPA, and pitches.

Twitter-@VisitPA:

. Followers: 21,729

. Tweets: 119 in February

; 12,633 total

. Klout Score: 62

. Click thrus: 715

. Retweets and mentions: 1,027 mentions

. FaceBook Total likes: 68,104 (up 485mfrom January)

. People talking about visitPA

(daily high):25,533 (up 9,240from January)

Total reach (daily high):317,988 (up 107,620 from January)

Foursquare:

Followers: 145,744 (up 1,118 from January)

YouTube:

Subscribers: 28

6(up 2from January)

Video Views: 31,796

lifetime views (up 198from January)

Pinterest:

Boards: 18

Pins: 418

Followers: 998(up 106from January)

Foodspotting:

Followers: 435(up 1since January) @PATourismPR - February

•10,801 followers; increase of 279 followers since January

•361,577 estimated impressions

•159 Twitter mentions by 123 users

–78% are re-tweets

–14% are @reply

-8% are regular tweets

hashtag #PASnowDays - February

-Garnered 333,202 impressions

-Received a total of 67 mentions

To date, the hashtag garnered 595,637 total impressions and received 323 mentions

#PAFirstTourist - February

-Garnered 59,814 impressions

-Received a total of 9 mentions

- Cold Temps Weather-Triggered Desktop App BrandWrap® (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

728x90 w/skin: 554,937 / 442

CTR:

728x90 w/skin: .08%

- Snow & Cold Temps Weather-Triggered Desktop App BrandWrap (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

728x90 w/skin: 549,346 / 360

CTR:

728x90 w/skin: .07%

- Cold Temps weather-triggered ROS Leaderboards & Rectangles (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

728x90: 856,830 / 578

300x250: 375,040 / 654

CTR:

728x90: .07%

300x250: .17%

- Snow & Cold Temps weather-triggered ROS Leaderboards & Rectangles (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

728x90: 710,867 / 452

300x250: 375,042 / 642

CTR:

728x90: .06%

300x250: .17%

- Cold Temps weather-triggered Mobile Banners (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

999,390 / 2,865

CTR:

.29%

- Snow & Cold Temps weather-triggered Mobile Banners (WeatherBug)

FLIGHT:

12/1/12 – 2/28/13

IMPS / CLICKS:

714,348 / 2,200

CTR:

.31%

@NewPANews (February)

Followers: 943(up 81 from January)

Tweets: 66 in February;2,227 total

Klout Score: 49 (up 3from January)

Engagement

Click-thrus: 102

Total retweets and mentions: 114

#Jobs1stPA hashtag

o 28 Mentions

o 59,693 Impressions

#pabudget hashtag (specifically tweets from @newPANews)

o 34 Mentions

o 104,766 Impressions

FilminPA (February)

Facebook: Total likes: 1,922

Posts:10

13. Q. With regard to the economic development work, how would you rank the relative importance of the following:

- Attract new businesses to the state
- Encourage existing companies to expand their PA presence
- Prevent existing businesses from leaving the state

A. Not to be cliché, but we don't necessarily weigh one over the other. We are looking to take a balanced approach that addresses all three aspects. Additionally, events and initiatives that address all three are ideal.

14. Q. Can we assume that industry sectors listed on your website should be our priorities for economic development work? Would you prioritize this list in any way?

A. The answer to the first question is yes. The answer to the second question is no. We are looking for diversity and not growing the economy solely on one or two industry sectors.

15. Q. What geographies (state or country) are you primarily targeting?

A. Within Pennsylvania to support business retention and expansion, primarily the Mid-Atlantic and Northeast regions of the U.S.

The Office of International Business Development has trade and investment representatives in countries throughout the world with marketing materials as well as an in-state network of partners to grow exports.

16. Q. How much weight should we give to international outreach? Can you provide a list of priority international markets (narrowing the scope of what's on your website)?

A. Very little weight, as Pennsylvania has a very strong network in place already. Translation services are used to market our programs/services/target industry information.

17. Q. In your view, what states are doing a good job of attracting business? What are they doing that you admire?

A. Ohio, Texas, North Carolina - taxes, incentives, packages, marketing.

18. Q. Are there any states that you view as primary competitors for economic development dollars?

A. Ohio, New Jersey, North Carolina, New York, Illinois.

19. Q. Can you provide a competitive assessment of PA's strengths/weaknesses vs. these states from an economic development standpoint? Why do business in PA versus those states?

A. This information is not available.



20. Q. Who are your primary targets for your economic development marketing efforts? Do you segment these target audiences in any way?

A. Retention, expansion, attraction / retention and expansion for internal efforts. Expansion and attraction for site selectors externally. International for trade and investment.

21. Q. Do you have and can you share any research you've done about how PA is viewed by potential business targets looking to relocate or expand?

A. This information is not available.

22. Q. Can you provide a brief summary of your tourism and economic development work to date? What would we be building upon?

A. Primary focus has been on social media efforts due to a very restricted, limited budget. Fam tours, sales missions, trade shows and special event promotions. Additionally in-state travel to visit businesses and regions.

23. Q. How are you currently measuring the success of your tourism and economic development marketing program? How would you rate your success to date?

A. The metrics have shown growth in traveler spending; international exports; hotel rooms sold; hotel room revenue; and non-farm and leisure and hospitality job growth. Our rankings in economic development from publications have maintained or increased in the last year. We have a substantial increase in media impressions. Social media metrics have continued to grow. For very limited resources the results have been very impressive.

24. Q. What have been some notable recent successes in your economic development efforts? What factors contributed to that success?

A. Site Selection Magazine's Governor's Cup – Pennsylvania went from third place from fourth place two years ago and held onto third in 2012. Furthermore, Pennsylvania has ranked number one in the Northeast Region for three consecutive years and in 2012 had more corporate attractions or expansions than all other Northeast states combined.

Overwhelming response for Governor's Impact awards. Increase in partnership participation for attraction efforts. Media coverage in national publications and social media metrics are substantially increased as a result of aggressive outreach and response

to survey requests and department-sponsored Fam-Tours. Current PR contractor has been very collaborative, aggressive, and innovative with limited resources, as well as targeted in their messaging and strategy.

25. Q. Who is your current AOR? Are they participating? How many agencies are included in this RFP?

A. Tierney & Partners Inc d.b.a Tierney Communications. The issuing office cannot confirm that Tierney & Partners Inc d.b.a Tierney Communications will submit a proposal, however they have submitted questions. DCED is the only agency requesting services under this RFQ.

26. Q. Is your advertising work and media buying included in the \$4M budget?

A. Yes. (The \$4M budget is subject to the appropriations that are approved by the Pennsylvania legislature for the 2013-14 Fiscal Year which will take effect July 1, 2013.

27. Q. Who are your key spokespeople and do they requiring media training?

A. Secretary, Deputy Secretaries, Communications Office. While most have received media training, it is always good to be refreshed.

28. Q. What is your relationship with Miles Media Group and how would the winning agency work with them?

A. Miles Media supports the visitors guide and VisitPA.com through advertising sales. They coordinate a monthly newsletter, creative on visitPA.com and all back-end development for website. Provides all monthly metrics. SEO, partnership contracting, i.e. WeatherBug. Their contract expires June 2015.

29. Q. The RFQ states that the contractor will be expected to “continue to build upon the existing advertising strategy.” Would the agency provide more detail on what is currently being done from an advertising perspective, for tourism and economic development?

A. Extremely limited advertising due to current budget constraints:  
Economic Development – Public relations; videos; literature; website; social media; e-newsletters; limited print in Site Selection; tradeshow; DCED on the Road and other events

Tourism – visitors Guide; website; social media; WeatherBug; e-newsletter; FAM tours; mission participation; Edu-tourism; Tourist Promotion Agency partnerships; PR campaign; First Tourist; video; photography; events.

30. Q. Is the agency looking for the contractor to provide creative advertising services? If not, who will be responsible for creative development in FY2013-2014?

A. Commonwealth Media Services (CMS) will provide creative services.

31. Q. What is the agency currently spending for conferences and trade shows, and should those expenses be included in the contractor's proposed out of pocket budget?

A. Due to the substantial increase in the proposed budget, we anticipate additional trade shows, FAM tours, domestic sales missions and other events which would create out of pocket budget impacts. Out of pocket currently runs around \$150,000.

32. Q. Would the agency please provide analytics or metrics for newPA.com and visitPA.com? How are the websites currently performing?

A. The websites are performing acceptably. We'd like to see more traffic specifically to the business section of newPA.com.

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Bounce Rate  
50.87%  
Site Avg: 50.87% (0.00%)  
% New Visits  
80.36%  
Site Avg: 80.36% (0.00%)

33. Q. Who will be responsible for managing any future design and the content for both websites?

A. DCED and Commonwealth Media Services.

34. Q. What percentage of the budget (fee and out of pocket) should be focused on Film?

A. Minimal PR outreach and 1 FAM tour.

35. Q. The RFQ states that the agency is seeking a contractor to “generate new business development leads.” Can the agency provide additional detail on the services requested? Is the agency looking for marketing to generate business leads, or is the agency looking for the contractor to provide business lead generation services?

A. Both. We are looking for strategies to identify companies ready for expansion, reshoring, relocation and investment. Additionally some of those strategies may

incorporate sales missions. The appropriateness of a lead generation service would be dependent upon the strategy.

**36. Q.** The RFQ references Appendix C as a “Cost Matrix,” but in the RFQ Appendix C is “Trade Secrets/confidential/proprietary information notice.” Would the agency please provide the matrix for submitting the contractor cost proposal?

A. A Cost Matrix has been added to the RFQ as Appendix C and the second page of the RFQ has been updated to reflect this.

**37. Q.** On page 14 of the RFQ, it states that “the fee will be paid on an all-inclusive monthly retainer.” Does that mean that there will be no media commission for media purchased on behalf of the agency, as is typical for an advertising contractor?

A. Advertising and media buying are included in the \$4M budget, which is subject to the appropriations that are approved by the Pennsylvania legislature for the 2013-14 Fiscal Year which will take effect July 1, 2013. There will be no media commission for media purchased under the contract.

**38. Q.** The RFQ requests a Labor Overhead Rate and a General Overhead Rate. Typically, in the advertising/PR/marketing industry, overhead is expressed as one rate. Please confirm that Overhead must be split between General and Labor?

A. Yes, overhead must be split between General and Labor.

**39. Q.** Has there been research conducted on current tourism data, specifically on overnight stays, spending and visitation from 2010-2012? If so, can it be shared?

A. The metrics are: total hotel rooms sold; room revenue; export volume; jobs; state and local tax revenue; total visitors - the research is broken down into county-by-county data available at <http://www.visitpa.com/research-statistics> .

**40. Q.** Has there been research conducted regarding current perceptions of Pennsylvania as a tourist destination? If so, can it be shared?

A. This information is not available except with data included in answer 11.

**41. Q.** Where does Pennsylvania rank currently among states to visit?

A. Pa ranks seventh.

42. Q. How will the PA Tourism portion of this contract interact with the PA Association of Travel & Tourism (PATT)?

A. The Department's Pennsylvania Tourism Office and PATT are independent organizations. The RFQ doesn't include PATT. PATT is only a partner to the Department's Pennsylvania Tourism Office.

43. Q. Would PA Tourism and PATT share an agency, or use two separate agencies?

A. See answer to question 42.

44. Q. What has been the value of the media buying plan in the past year?

A. Did not have adequate resources to invest in media buys.

45. Q. What are the target geographic markets for economic development? Are your key targets in the geographies in which you have global investment advisors?

A. Within Pennsylvania to support business retention and expansion, primarily the Mid-Atlantic and Northeast regions of the U.S for business attraction.

The Office of International Business Development has trade and investment representatives in-countries throughout the world with marketing materials as well as an in-state network of partners to grow exports.

46. Q. What is the percentage of the origin of new businesses locating here: (1) international %, (2) national \$, (3) startups %?

A. Unknown.

47. Q. What percentage of new PA businesses come out of the Ben Franklin?

A. The answer to the specific question is unknown. The most recent numbers business numbers for the Ben Franklins we have (2011).

- a. 35 companies formed
- b. 867 companies assisted
- c. 487 jobs retained
- d. 1,522 jobs created
- e. 160 new products and processes launched

**48. Q.** We see the target industry sectors; however, is there a list of the names of new businesses establishing new operations in PA over the past two years? Is there a central source of business name, location and industry sector?

A. DCED does not maintain a list; however, the requested information can be obtained through the PA Department of State and/or the PA Department of Labor & Industry.

**49. Q.** What trade shows does PA DCED currently participate in?

A. BIO International (Life Sciences)  
MDM (Plastics Industry)  
Site Selectors Guild Conference  
IAMC  
Corenet Global, Eastern Regional Symposium  
Cornet Global North America Summit  
Australasian Oil & Gas Exhibition & Conference  
Canadian Restaurant & Foodservice Association Show  
BAUMA  
Israchem, Analiza, Maintenance & Safework 2013

**50. Q.** How does initial contact occur with businesses investigating operation in PA? Do they come in through the state, individual economic development organizations throughout the state, or both?

A. Both.

**51. Q.** Does PA DCED participate in international market tours and meetings with regional economic development organizations?

A. Yes.

**52. Q.** What has been the value of the media buying plan for economic development in each of the past two years?

A. No money was spent.

**53. Q.** Page 4, Section I-4: Problem Statement, it states "to develop and execute a comprehensive, targeted, creative and brand-aligned public relations programs using a variety of channels and leveraging DCED's advertising and marketing initiatives." Are

there paid advertising efforts underway that are handled by separate creative services and/or media firms? If so, can you top line those efforts?

A. There are no paid advertising efforts.

54. Q. Page 14, Section II-11: Per the pricing requirements articulated in Section II.11 Cost Submittal, we are not in a position to disclose our Direct Labor and Overhead costs per the requirement. Our standard labor pricing and that of our subcontractor would include a fully loaded hourly rate by labor category inclusive of all salary, overhead and profit. Can the alternative pricing as noted above be submitted and deemed acceptable and responsive under this requirement?

A. No.

55. Q. Page 19, Section IV-2: Nature and Scope of the Project, it states "The scope of this RFQ only includes advertising services (traditional and online media)..." Does this RFQ represent the state's entire advertising effort for tourism, or are there other agencies developing and running tourism advertising, such as traditional television/print and online strategies?

A. This covers all of the Department's PA Tourism Office's advertising efforts.

56. Q. Page 21, Section IV-4: Can you provide more insight into the existing advertising strategy used to communicate road trip experiences and PA stories?

A. Visitors Guide; website; social media; WeatherBug; e-newsletter; FAM tours; mission participation; Edu-tourism; Tourist Promotion Agency partnerships; PR campaign; First Tourist; video; photography; events.

57. Q. Page 21 under Industry Integration and Leadership, Can you top-line the services that are provided by Miles Media Group, as well as provide a broad explanation of the seasonal advertising campaigns that public relations ideas must support?

A. Miles Media supports the visitors guide and VisitPA.com through advertising sales. They coordinate a monthly newsletter, creative on visitPA.com and all back-end development for website. Provides all monthly metrics. SEO, partnership contracting, i.e. WeatherBug. Their contract expires June 2015. The seasonal campaigns revolve around the 4-seasons and events.



58. Q. Page 22, Advertising Strategy, bullet 3: "Develop a paid media plan that..."

Will the selected firm buy the media for the tourism effort?

Please describe what is meant by 'contextually relevant to our creative campaigns? To what creative campaigns are you referring? How much of these efforts are anticipated to be focus on digital and social media?

A. The majority of efforts are anticipated to focus on digital and social media with a limited effort on targeted print in economic development industry segments and business climate.

59. Q. How much of the day-to-day upkeep of digital assets, such as website and Facebook pages, will be handled internally? How much by the contractor?

A. All of the social media will be primarily handled by the contractor with content provided to DCED to repurpose on websites. The websites will be handled by DCED.

60. Q. Does the agency expect to receive written or creative concepts for campaign themes and executions as part of the technical proposal? If so, what types of concepts should be included?

A. We want to be targeted in our approach to both business and tourism marketing to maximize the dollars we have available toward the efforts. Campaign specific themes are going to need to be discussed and planned out in the very near future. The technical proposal should include marketing capabilities and reach as well as creative ways to convey messaging both through paid and earned media.

61. Q. Do you have any research you can share specific to the industries, other than filming, you are interested in promoting for economic development?

A. Industry overview sheets are downloadable at <http://www.newpa.com/business/key-industries>

62. Q. Is there additional research or studies that you have used to recommend more specific targeting of prospects?

A. DCED has partnered with Team PA to complete a study of hi-gros which are small businesses that are growing and creating jobs, sometimes, one, two, or even three jobs at a time. Additional efforts are taking a look at re-shoring and also opportunities associated with natural gas development. Team PA has also conducted a GMAC Report on

Manufacturing. <http://teampa.com/impact/business-growth/governors-manufacturing-advisory-council/> .

63. Q. What research, technology tools or apps does DCED offer to site selectors and/or businesses seeking appropriate PA locations?

A. <http://pasitesearch.com/> . Additional resources are available via the state's 10 PREP regions.

64. Q. Is there data available on current perceptions of Pennsylvania as a focus for company's interested in relocating and expanding and is this available for review?

A. Not available.

65. Q. To what extent does this effort accompany, support, or supersede targeted economic development efforts elsewhere in the state, such as the technology business initiative in Pittsburgh, tourism in Amish Country, et al.?

A. Coordination with our economic development and tourism partners is an important aspect of our marketing efforts now and moving forward. We do not want to duplicate efforts; we want to compliment and strengthen our efforts.

66. Q. Are there programs to encourage exiting businesses to expand their operations in PA? If so, what programs were effective?

A. DCED has a consortium of economic development tools for business expansion ranging from site development, to capital for machinery and equipment, workforce training programs and tax credits. The goal will be to ramp up outreach to make Pennsylvania businesses aware of the support that is available.

67. Q. Are there specific co-op programs DCED have found successful in promoting economic development and tourism?

A. Now that DCED consolidated its economic development partners into 10 PREP regions, there is increased communication and coordination. We will look to build on this moving forward. The tourism industry has been successful in working together in tourism regions, i.e. PA Wilds. There are not adequate dollars to support co-op programs at the state-level.

68. Q. Which destinations do you see as competitors?

A. Economic Competitors: Ohio, New Jersey, North Carolina, New York, Illinois.  
Tourism Competitors: Michigan, North Carolina, Virginia, New Jersey, Massachusetts, Ohio, Nevada, New York, Tennessee, Illinois.

69. Q. Do you currently have any strategic partnerships we should be aware of?

A. There are regional marketing efforts that have evolved through former regional marketing grants. The county TPA's have continued to cooperate in marketing efforts. Additionally, DCNR has created Conservation Landscape Initiatives that are a combination of natural resources, heritage assets, conservation efforts and tourism infrastructure (state parks, agri-tourism, etc.).

The PREP partners (regional economic development partners) are the Commonwealth's network of partners in 10 regions throughout the state. There are additional groups like the Life Sciences Greenhouses, Ben Franklin Technology Partners, colleges and universities and regional and local chambers. Team Pennsylvania Foundation is also a very strong private-sector partner of the Commonwealth.

70. Q. You identify your key markets as the following: Mid-Atlantic States, Ohio, and Canada, France, Germany, Italy, Spain, the UK, and China. Is there an expectation to provide international tourism marketing under this contract?

A. International tourism efforts will not be part of this contract.

71. Q. How do you define a successful agency relationship?

A. A firm that can listen to our problems and needs and help us create work that shows results without being afraid to bring new ideas to the table.

72. Q. What hasn't worked for you in the past?

A. DCED has had a good working relationship with past agencies.

73. Q. How do you work with/partner with other tourism organizations within the state?  
Economic Development and Film offices in the state?

A. DCED tries to incorporate all partners in discussions to share what we're doing on a state level and hear what is being developed and what is needed on a local level. We are always looking to continue improving collaboration and coordination.

74. Q. How do you see the new agency working with these partners?

A. The new agency would primarily work with the partners through the marketing team at DCED.

75. Q. How do you measure success? What would successful programs look like?

A. Quantifiable and qualitative impact on: (i) audience reach for traditional print media both in-state and out-of-state; (ii) audience reach for trade publications and issue-specific media both in-state and out-of-state (iii) reach, impressions, engagement, influence, relevance, impact, and value for social media; (iv) awareness, understanding, relevance, and advocacy in survey research/rankings; and (v) Return-on-Investment .

76. Q. Will the selected firm collaborate with a separate creative firm on brand-alignment, strategies and timelines to in order to integrate communication efforts? If so, which creative firm?

A. Additional creative work will come from PA Commonwealth Media Services.

77. Q. Can you top line the Office of Tourism's total paid advertising effort for tourism? Are there other agencies developing and running paid tourism advertising in traditional channels, such as television, magazines or online with which the PR effort must align?

A. Miles Media is the contractor for VisitPA.com, Visitors Guide, e-newsletter and SEO. The budget does not allow for television or print advertising outside of the Visitors Guide.

78. Q. Can you detail the services that are provided by Miles Media Group, as well as provide an overview of the seasonal advertising campaigns (referenced in the RFQ) that public relations ideas will need to support?

A. Miles Media supports the visitors guide and VisitPA.com through advertising sales. They coordinate a monthly newsletter, creative on visitPA.com and all back-end

development for website. Provides all monthly metrics. SEO, partnership contracting, i.e. WeatherBug. Their contract expires June 2015. The seasonal campaigns follow the four seasons.

**79. Q.** Will the selected firm both recommend and buy media placements for the tourism? Will this constitute all of the paid advertising efforts for tourism, or as asked above, are there other paid schedules and creative executions?

A. No media placements or recommendations required. Social media support, public relations efforts and media fam tours only for tourism.

**80. Q.** You mention that PR efforts must be 'contextually relevant to our creative campaigns.' Who develops those creative campaigns and to what degree must collaboration take place?

A. Creative campaigns will be developed in partnership with DCED and the creative agency. There needs to be a close working relationship and collaboration throughout implementation.

**81. Q.** We understand that you encourage Small Diverse Businesses to participate, and that such participation accounts for 20% of our scoring. In I-12 (Small Diverse Business Information), you define a Small Diverse Business, and then go on to describe just a Small Business (not diverse) in the following paragraph. Are both these organizations weighted equally? In other words, can you qualify for the full amount of points if you're only a Small Business and not a Small Diverse Business?

A. As indicated in the RFQ, questions regarding Small Diverse Businesses should be directed to the Department of General Services, Bureau of Small Business Opportunities, (717)783-3119.

**82. Q.** If the answer above is no, do you qualify for any of the points as only a Small Business?

A. See answer to question 81.

**83. Q.** The RFP requires "Official Signature", does this mean we need to have the proposal notarized

A. A notarized signature is not required. We require a signature from any individual who is authorized to sign and bind the contractor to the terms of its proposal.

84. Q. If we are called in for an oral presentation, do we know a timeframe when that will be?

A. No

85. Q. What is the ideal business target for the economic development portion of the RFP? Does it differ from that of the Tourism portion?

- a. Attract new businesses to the state.
- b. Encourage existing companies to expand their PA presence.
- c. Prevent existing businesses from leaving the state.

A. Not to be cliché, but we don't necessarily weigh one over the other. We are looking to take a balanced approach that addresses all three aspects. Additionally, events and initiatives that address all three are ideal.

The tourism target is domestic (surrounding states and internal) and Canadian markets for leisure, sports and groups. Overseas for group and meetings/conventions and foreign students.

86. Q. Creatively is DCED looking to continue with the existing campaigns or develop new work to promote the various initiatives?

A. We do not currently have any creative campaigns for economic development or tourism, so we will be looking to develop new campaigns.

87. Q. How does DCED define success (specific measurable objectives) for each initiative outlined in the RFP?

A. See answer to question 75.

88. Q. Since there is a clear delineation between Tourism and Economic Development, is the expectation that we provide two cost submittals, one for each of these targets?

A. No. There may be only one cost submittal. However, in completing the cost matrix, you should take into account the proportion of funds allotted to tourism and those allotted to economic development.

89. Q. At one point in the document we're told that the agency is to develop their own cost worksheet, but at another point in the document a cost matrix is reference as appendix "C", can you clarify we are to create our own format for the cost worksheet?

A. See answer to question number 36.

90. Q. What exactly is the role of Miles Media Group?

A. Miles Media supports the visitors guide and VisitPA.com through advertising sales. They coordinate a monthly newsletter, creative on visitPA.com and all back-end development for website. Provides all monthly metrics. SEO, partnership contracting, i.e. WeatherBug. Their contract expires June 2015.

91. Q. What services does Miles Media Group provide that aren't expected of submitting firms?

A. All of Miles Media's services are listed above, and we will continue to use them for the services until at least June 2015.

92. Q. Based on the RFP are submitting firms responsible for media planning only? Will media *buying* be part of a separate contract?

A. Advertising and media buying are included in the \$4M budget. The \$4M budget is subject to the appropriations that are approved by the Pennsylvania legislature for the 2013-14 Fiscal Year which will take effect July 1, 2013.

93. Q. Will DCED share any research related to the initiatives outlined in the RFP

A. No research available.

94. Q. Will DCED share any website analytics as part of the proposal process?

A. See answer to question #32.

95. Q. Are there other states that are viewed as best practices or admired by DCED?

A. Ohio, Texas, North Carolina - taxes, incentives, packages, marketing.

96. Q. Is DCED willing to share any insight into what's been effective or ineffective in the past to help inform submitting proposals?

A. DCED is looking for an agency that we can have a collaborative partnership with in forming and executed targeted marketing plans that maximizes every dollar we invest and a strong ROI. Also, creativity and outside-the-box ideas are encouraged.

97. Q. Does the DCED feel that the current/past work has worked and driven numbers? What were the biggest “successes”? What were the biggest “areas that need improvement?”

A. Site Selection Magazine’s Governor's Cup – Pennsylvania went from third place from fourth place two years ago and held onto third in 2012. Furthermore, Pennsylvania has ranked number one in the Northeast Region for three consecutive years and in 2012 had more corporate attractions or expansions than all other Northeast states combined.

Overwhelming response for Governor's Impact awards. Increase in partnership participation for attraction efforts. Media coverage in national publications and social media metrics are substantially increased as a result of aggressive outreach and response to survey requests and department-sponsored Fam-Tours. Current PR contractor has been very collaborative, aggressive, and innovative with limited resources, as well as targeted in their messaging and strategy.

DCED has a strong team in place and has a lot of great success stories to tell and assets to tout. The key will be having the resources to tell that story and a strategic plan in place to maximize investment.

98. Q. How was the budget breakdown established (Between Tourism and Economic Development)?

A. PR and social media support is all that is needed for tourism due to the contract in place with Miles Media. There is no new growth on the tourism budget line item anticipated. A portion is expected to go toward the public/private tourism efforts. Economic Development budget line item went from \$941,000 to the proposed \$5.4 million.



99. Q. Does a database of potential business targets exist that will be shared with submitting firms?

A. There is no database available. Our key industries are: Advanced Manufacturing & Materials (Additive Manufacturing); Life Sciences; Agribusiness; Technology; Energy; Logistics – including the use of PA’s ports.

100. Q. Do we have any idea how soon does the DCED anticipates a decision being made?

A. No. The old contract expires on June 30, 2013. We hope to have a contract in place by that date.

101. Q. Tourism Marketing Objective one is “increase overnight stays, spending & visitation”:

- a. What are the current benchmarks for these criteria?
- b. How were these benchmarks established?
- c. What are the goals for the increases in these areas?
- d. How and how often will performance be measured? Will research or tracking methodologies for measurement need to be included in our proposal response?
- e. Is there a breakdown of where overnight stays, increased spending and visitation are occurring both by geography (Philadelphia vs. Pittsburgh, for example) or by activity (theme parks vs. wineries, for example)?
- f. Are there geographies or activities that you feel are currently underperforming in their ability to attract increased visitation/spending/overnight stays? What are they?
- g. What geographies/activities have been heavily promoted in the past? What worked and what hasn’t?

A. The metrics are: total hotel rooms sold; room revenue; export volume; jobs; state and local tax revenue; total visitors - the research is broken down into county-by-county data available at <http://www.visitpa.com/research-statistics>

102. Q. Tourism Marketing Objective two is “shift and broaden perception of Pennsylvania as a travel destination both nationally and internationally.”

- a. What are the current benchmarks for these criteria?
- b. How were these benchmarks established?
- c. What are the goals for the increases in these areas?
- d. How and how often will performance be measured? Will research or tracking methodologies for measurement need to be included in our proposal response?

- e. Are the current perceptions of Pennsylvania as a travel destination favorable or unfavorable? Is there a breakdown of reasons why this perception is favorable or unfavorable?
- f. Is there any research or data on where, specifically, travelers are coming from both nationally and internationally? Also, does this data include the volume of travelers from each of these areas (for example, if 50% of out-of-state travelers come from New York, we may focus some of our efforts accordingly).
- g. Does the state feel there is a sizeable opportunity to encourage in-state travel (for Pennsylvanians) instead of focusing exclusively on national and international travelers?

A. See Question 11 for research. The Commonwealth enjoys many icons that resonate with international travelers, from the Appalachian Trail, Falling Water, Warhol Museum, The Barnes, etc. Research is contracted and conducted at DCED. There is an opportunity to encourage in-state travelers. The primary benchmark is overnight stays.

**103. Q.** Tourism Marketing Objective three is “leverage industry resources and statewide partnerships to create larger impact and help get our message out.”

- a. What partnerships have previously or currently been in place?
- b. Which of these partnerships is considered most successful/valuable and why?
- c. Which of these partnerships is considered least successful/valuable and why?

A. The primary partnership currently in-place is with the tourist promotion agencies. The Tourist promotion agencies are very valuable because they are the “troops on the ground” promoting their local regions and knowing the entire product they have. They are the sales force. We also work closely with PATT, PA Association of Travel and Tourism. The only partnerships not successful are the ones we haven’t developed. There are over 23 other tourism industries we can establish efforts with: ski areas; amusement parks; B&B association; Farm Stays; Campground Association; Conservation Landscape Initiatives; Wine Association; etc. Of course a closer working/promotion relationship with other state agencies like Fish & Boat, Game Commission, DCNR, Agriculture, etc.

**104. Q.** Economic Development Marketing Objective one is “raise brand awareness and recognition of Pennsylvania as a desirable business location both nationally and internationally.”

- a. What are the current benchmarks for these criteria?
- b. How were these benchmarks established?
- c. What are the goals for increases in this area?

- d. How and how often will performance be measured? Will research or tracking methodologies for measurement need to be included in our proposal response?
- e. When Pennsylvania is removed from the consideration set for expanding or establishing a new business, what are the common reasons why?

A. Pennsylvania's brand is in transition – pushed by shale gas development – manufacturing becoming relevant again – an ecosystem of life science industries – research and technology growing out of our universities – and an export network that is the best in the nation. Are we innovative, cutting-edge, job creating and competitive? The brand is still agricultural/rural with two city anchors – Philadelphia and Pittsburgh with an abundance of history and hard working blue collars residents.

To sum it up, our brand is that “Pennsylvania is open for business” on an international level, our brand is “Pennsylvania is the Gateway to U.S. Markets.”

See answer to question 75.

- 105.** Q. Economic Development Marketing Objective two is “develop a strategy that will assist in developing new business development leads in targeted industry sectors, in-state, nationally and internationally.”
- a. What were some of the barriers to move/establish a business in Pennsylvania compared to other states?
  - b. Is there a database of businesses that have decided to establish themselves in Pennsylvania that can describe, in detail, what compelled them to do so?

A. See previous answers.

- 106.** Q. Economic Development Marketing Objective three is “develop and produce collateral materials that integrate effectively with the strategy by working with the Department's Economic Development Marketing Staff.”
- a. What materials do you have currently?
  - b. What is working well?
  - c. What isn't working well?

A. Industry sector one pagers, a general Pennsylvania brochure as well as “pop up” posters are working. We want to move away from collateral pieces that are wordy and reek of government and move toward materials that are to the point, appealing to the eye and get our message across in a limited amount of words.