



STATE OF TENNESSEE
DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

**REQUEST FOR PROPOSALS # 33006-20824
AMENDMENT # 4
FOR MARKETING SERVICES**

DATE: 12/20/2024

RFP # 33006-20824 IS AMENDED AS FOLLOWS:

1. State responses to questions and comments in the table below amend and clarify this RFP.

Any restatement of RFP text in the Question/Comment column shall NOT be construed as a change in the actual wording of the RFP document.

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| | | 1 Could you clarify whether the \$750,000 includes all potential costs such as media buys? | See Amendment Item 2 below as TNECD has revised RFP Section 1.1. to increase its costs estimate for this RFP to \$1,000,000.00. Media buys are not included in the \$1,000,000.00. Media planning, budgeting, and management is included in the RFP but actual media buy spend is separate. |
| | | 2 Do you have an ideal percentage allocation for media buying vs agency costs? | See the State's response to Item #1 above. |
| | | 3 Regarding the new website development, are there specific functionalities or platforms preferred by the State? | The new TNECD website should capture the following functionality specifications: (1) Word Press as a Content Management System (CMS); (2) integration of APIs; (3) an enterprise development environment to include code repository with development, staging, and production; (4) localized searching functionality; (5) multi-language support; (6) form processing; and (7) analytics tracking. |
| | | 4 Approximately how many pages do you anticipate this website being upon completion? | Although the exact number of pages is yet to be determined, TNECD estimates 50+ pages, not including newsroom articles (i.e., press releases), publications, blog posts, etc. |
| | | 5 Does the TNECD anticipate targeting specific industries, regions, or demographics in the marketing and advertising campaigns? | Yes, TNECD currently targets specific audiences, and it will continue to target specific audiences with the new marketing and advertising campaigns. TNECD targets industries, business leaders, countries, regions, demographics, etc. |

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| | | 6 What is the anticipated monthly or annual budget for the public relations work? | All projects involving public relations services detailed in Contract Section A.7.e shall be performed on an a “per project” basis. In other words, TNECD has not contemplated a monthly or annual budget for these services. |
| | | 7 Are agencies allowed to submit for individual sections within the scope or should a proposal include a team prepared to cover all of the scope sections in the RFP? | No, TNECD will only contract with one single vendor that is prepared to perform all of the services outlined in the RFP throughout an ongoing, multi-year relationship. |
| | | 8 What are the State’s goals for media coverage? What are your most wanted news outlets? | TNECD’s plans for media coverage, including which media outlets to utilize in performance of certain services, will be discussed with the awarded contractor upon the start date of the fully executed contract. |
| | | 9 What are the State’s target industries? | The TNECD websites (https://www.tn.gov/ecd.html and https://tnecd.com/) provide a comprehensive overview of all industries our agency aims to serve. Other industries TNECD plans to serve include the following: nuclear energy, alternative energy, research and development, and information technology. |
| | | 10 What events does the state attend each year to attract business? | TNECD staff and partners attend myriad events aimed at furthering the goals of the agency and the best interests of the State of Tennessee. |
| | | 11 Is it important to the State that the selected primary firm or full team has a physical presence in Tennessee? | Yes, as noted in <i>pro forma</i> contract section A.10(a), TNECD expects its contractor to establish office space within Tennessee within 6 weeks following the contract’s begin date. Said office space shall be sufficiently staffed to ensure TNECD project needs are timely addressed. |
| | | 12 What is the State looking to emphasize in its new brand identity? | The primary objective for procuring all services under the RFP is to serve the general mission of TNECD: to enhance Tennessee’s competitiveness by driving job creation, generating economic growth and facilitating community development. |
| | | 13 Will you be sharing any existing market research on the need states, decision-drivers and state perceptions among your target audiences? | Yes, TNECD plans to share this information and other supporting resources with the awarded contractor upon the start date of the fully executed contract. |
| | | 14 Besides the industries highlighted on your website, are there any other specific sectors you are targeting for growth or wanting to explore? | Other industries TNECD plans to serve include the following: nuclear energy, alternative energy, research and development, and information technology. |

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| | | 15 It looks like the biggest share of recent job growth in TN has been through in-state business expansions, followed by recruiting new businesses into TN with a much smaller share coming from new start-ups. Does this align to how you would weight the importance of these audiences from a marketing investment standpoint? | Yes, this aligns with TNECD's prioritization of these audiences from a marketing investment perspective. |
| | | 16 Is there a weighting you would apply to marketing investments for domestic versus FDI? | Approximately 30% of all jobs created in Tennessee are from Foreign Direct Investment (FDI) projects. |
| | | 17 Domestically, is there any guidance on states you currently target or see opportunity to source growth from? Internationally, are there countries beyond your current top ranking FDI markets and those you have offices in that should be considered? | In general, high-taxed, high-cost of doing business states are typical wins for TNECD. TNECD does not currently have an established physical office in Canada, but Canada does remain a focus for TNECD internationally. |
| | | 18 Is TNECD willing and able to provide business contacts to be interviewed for market research including decision-makers with recent startups, businesses expanding in TN and those that have been recruited to locate / expand in TN, as well as site-selection consultants? | Yes, TNECD is planning to share this information with the awarded contractor after the start date of the fully executed contract during the brand exploration process. |
| | | 19 What about your current brand strategy is working? What is not working? | TNECD's "Mastered in Tennessee" brand worked well for the last decade as TNECD marketed the State of Tennessee as a manufacturing state. The dark colors and smoky graphics symbolized the inside of a manufacturing facility. However, Tennessee has grown so much over the last decade and TNECD now wants to go beyond just manufacturing. TNECD not only wants to be the blue-collar state but also a state where the next product is imagined (e.g., research and development/innovation) and where corporate and tech jobs are of focus as well. |
| | | 20 What KPIs will you use to measure campaign success? | TNECD is still finalizing the KPIs to be utilized for the contract. The KPI development process will be ongoing and will involve collaboration with the awarded contractor after the start date of the fully executed contract. KPIs typically used in advertising and websites (and under consideration by TNECD) are as follows: Cost, Clicks, Impressions, Click-Through Rate (CTR), Cost Per Click (CPC), Frequency, Video Views and ThruPlays, Keyword Performance, Total Website Visits, Page Views, Unique vs. Total Page Views, Engaged Sessions, Engagement |

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| | | | Rate, Conversions, Pixel Performance & Event Tracking (not currently tracking), Referral Source, UTM Performance, Bounce Rate, and Average Session Duration. |
| | | 21 What do you want Tennessee to be known for? | Generally, TNECD aims to promote the State of Tennessee as a great location to live, work, and play. |
| | | 22 Can you provide a list of your current target markets both nationally and internationally? | TNECD plans to share this information with its resulting contract upon the start date of the fully executed contract. |
| | | 23 The RFP mentions sub-brands. Do you consider these to be Tennessee Entertainment Commission and LaunchTN or are there other sub-brands under your purview? How do these sub brands currently tie in TNECD brand campaigns? Are they treated separately with their own budgets or are they cross-promoted based on message and placement? | LaunchTN will remain separate. However, the goal of the re-brand and new website would be to better include sub-brands like TEC into TNECD. However, TNECD does operate a lot of initiative-based websites the agency would want to fold into TNECD. Also, Community & Rural Development (CRD) programs would be included on one of TNECD's websites: www.TNECD.com . |
| | | 24 How is social media management and content development currently handled for TNECD and its sub-brands? | TNECD social media and content development is currently managed and administered internally by TNECD's Communications Team. For the TEC brand, TNECD pays an external vendor for social media management with the goal of bringing it in-house with the new RFP. |
| | | 25 What is the primary goal of TNECD's social media activity? | TNECD is fairly content with its current approach to social media. TNECD would like to continue to increase engagement and followers and to be viewed as the business voice for the State of Tennessee. |
| | | 26 What is driving the Request for Proposal? | TNECD is interested in a new brand identity to take the State of Tennessee into the next decade, and also, to create a new, updated, and functional website. |
| | | 27a <ul style="list-style-type: none"> • In section 1.1, Statement of Procurement Purpose, it states the following: "The total estimated maximum liability associated with this solicitation and pro forma contract is anticipated to be \$750,000.00." <ul style="list-style-type: none"> ○ Can you tell us if the \$750,000 amount is per year of the contract or is it the total for the three-year term? ○ What does the \$750,000 include? | <p>See Amendment Item 2 below as TNECD has increased its costs estimate for this RFP to \$1,000,000.00.</p> <p>TNECD is providing the \$1,000,000.00 figure as a general estimate of the anticipated costs associated with a 3-year term of contract. If either or both of the two 12-month options to renew are exercised by the State, more funding would likely be added to the contract.</p> <p>The total estimated liability associated with the contract will be primarily governed by the need for certain underlying services detailed in the RFP and <i>pro forma</i> contract. Although certain services are to be rendered on a per</p> |

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| | | <ul style="list-style-type: none"> ○ Is the budget amount inclusive of media? If not, what is the projected media budget? | <p>project or annual basis, others will be performed on an hourly basis. The exact total amount of hourly services that will need to be utilized under the contract will depend on the exact amount of activities for which TNECD enlists said hourly services, which will be determined in accordance with pro forma contract Section A.19.</p> |
| | 27b | <p>27 Is the Department of Economic and Community Development currently working with an agency? If yes, what aspects of that relationship have been successful and what are your goals for a potential new partner moving forward?</p> | <p>TNECD is currently working with an agency for media planning and media management services. TNECD would like new, creative ways of getting its message out and to the many audiences it aims to reach.</p> |
| | 28 | <p>On page 29 of 75 of the RFP, Oral Presentation Items (D.1 – D.8) are stated. Are responses to the Items due as part of the Technical Response to be submitted on December 12 or only at the time of the Orals presentation?</p> | <p>The State only expects respondents to address the items detailed in RFP Attachment 6.2, Section D as topics in the respondents' respective Oral Presentations. In other words, there is not a written materials requirement associated with Section D. However, some of the subjects are also expected to be addressed in writing for RFP Attachment 6.2, Section A – C.</p> |
| | 29 | <p>Will we use your CRM or marketing platforms to conduct campaigns, or should we provide these tools and suggestions? Do you have any existing Trello account for project management?</p> | <p>TNECD does not have Trello. TNECD is open to using contractor-recommended project management platforms for campaigns. TNECD does not currently maintain its own project management platform.</p> |
| | 30 | <p>Can TNECD provide more details about the expected scope and deliverables for new brand development, including existing brand guidelines/assets?</p> | <p>Mastered in Tennessee brand guidelines are provided on the TNECD website. New brand guidelines have not been developed and TNECD is exempt from the formal State of Tennessee brand guidelines.</p> |
| | 31 | <p>For the new website development, what are the specific technical requirements and integrations needed with existing TNECD systems?</p> | <p>TNECD currently uses Tableau for a host of several items internally. TNECD would consider any opportunities presented by the resulting contractor to integrate TNECD's current Customer Relations Manager (CRM) (i.e., Microsoft Dynamics) into the new website.</p> |
| | 32 | <p>What are the expected timelines and milestones for the major deliverables?</p> | <p>TNECD needs priority to be given to the brand identity project, which must be completed by November 2025. The website development project would be the next priority with all remaining projects to follow. No specific timeline of completion of projects has been developed, but the parties will work together to ensure all services are provided prior to completion of the Term of Contract.</p> |

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| | | 33 Who are the key stakeholders from TNECD that will be involved in approvals and decision-making? | <p>For purposes of this competitive procurement, the State's Central Procurement Office will manage the solicitation and evaluation processes. Stephen Seibert (Stephen.Seibert@tn.gov) is the assigned Solicitation Coordinator for this procurement.</p> <p>The day-to-day management of the services will be administered primarily by), TNECD's Assistant Commissioner of Strategic Initiatives, listed in pro forma contract Section A.2., who will delegate certain responsibilities to respective TNECD team members as needed. Such delegations will be communicated in writing to the resulting contractor.</p> |
| | | 34 Can TNECD provide more details on the required integrations with existing systems? | See the State's response to Item #31 above. |
| | | 35 What aspects of the current website and marketing efforts work well versus areas that need to be improved? | TNECD is seeking an entire revamping of the TNECD website. Altogether, TNECD feels the current website is outdated. One functionality element that TNECD receives compliments on is the "Newsroom" searchability. |
| | | 36 Do you have a media buy monthly budget in mind? Do you have current analytics on recent campaigns that you can share? | TNECD plans to share this information with the resulting contractor upon the start date of the fully executed contract. |
| | | 37 Is there an incumbent participating in this process? | Although TNECD does have contracts with existing vendors for some of the services detailed in the RFP, this will be the first instance where TNECD is consolidating all of the services into one contract. |
| | | 38 Does the budget disclosed in the RFP (<i>maximum liability associated with this solicitation and pro forma contract is anticipated to be \$750,000</i>) include ad spend? | See the State's response to Item #1 above. |
| | | 39 B 18 - Relative to if the respondent has had a contract terminated or not renewed within the past five years - we service hundreds of clients for different terms that may or may not renew their contract - do you need and want all of these listed? Can we instead list terminated or not renewed for "agency cause" reasons? | The State expects respondents to provide a list of all contracts that have been terminated and/or not renewed within the past five years. RFP Attachment 6.2, Section B, Item B.18 states that respondents should provide an explanation regarding the reason(s) for termination/non-renewal, which will give respondents an opportunity to provide more context. |

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| | | 40 B 19. And B. 21 and C. 4 - Do campaign and web examples have to be specific to economic development, or can they be similar/adjacent? | Yes, these requirements were explicitly tailored to capture economic development projects and expertise. Projects that do not reflect this specific area of expertise will be considered during response evaluations, but will be evaluated against the listed items' stated evaluation criteria. |
| | | 41 B. 23. - At least one reference of a completed project that is economic development related - is economic development adjacent acceptable - meaning a campaign that promotes economic reformation or growth/capital campaigns for regional health systems, etc.? | See the State's response to Item #40 above. |
| | | 42 In section 1.1, Statement of Procurement Purpose, it states the following: "The total estimated maximum liability associated with this solicitation and <i>pro forma</i> contract is anticipated to be \$750,000.00." a. Can you tell us if the \$750,000 amount is per year of the contract or is it the total for the three-year term? b. What does the \$750,000 include? c. Is the budget amount inclusive of media? If not, what is the projected media budget? | See the State's response to Items #1 and #27(a) above. |
| | | 43 What is driving the Request for Proposal? | As stated in RFP Section 1.1, TNECD is seeking a vendor to assist with the agency's new brand and identity development, marketing strategy, media, advertising and marketing campaigns, new website development, website maintenance, and video and photo asset creation and organization. |
| | | 44 Is the Department of Economic and Community Development currently working with an agency? If yes, what aspects of that partnership have been successful and what are your goals for a potential new partner moving forward? | TNECD is currently working with a vendor for the performance of advertising services. The resulting contractor would assume those responsibilities upon the start date of the fully executed contract. |
| | | 45 Can you share the KPIs and measurements for success for this work? | See the State's response to Item #20 above. |
| | | 46 Is the \$750,000 maximum the recommended budget of the entire 3-year program? | See the State's response to Item #27(a) above. |

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| | | 47 Does the \$750,000 maximum include payment of any paid advertising campaigns by TNECD or is the agency/contractor responsible for these payments as part of the contract price? | See Amendment Item 2 as TNECD has increased its costs estimate for this RFP to \$1,000,000.00. Yes, the \$1,000,000.00 costs estimate includes costs tied to the Advertising Services detailed in the RFP and <i>pro forma</i> contract. |
| | | 48 Can we submit for individual items in the scope, or do we need to deliver the full scope of work? | TNECD will only consider RFP responses that give assurances that all of the services detailed in the RFP and <i>pro forma</i> contract can be performed by the respondent on Day #1 of the Contract Term. |
| | | 49 Are audited financial statements required? We have not normally done this for RFPs. | RFP Attachment 6.2, Section A, Item A.3 specifies the financial documentation that can be submitted by the Respondent to meet this mandatory requirement. See RFP Section 5.2.1.2. |
| | | Are travel expenses included in the contract? 50 | <i>Pro forma</i> Contract Section C.4 states, “[t]he Contractor shall not be compensated or reimbursed for travel time, travel expenses, meals, or lodging.” |
| | | What are the qualifications for subcontracting out this project? 51 | Please review the following for more information regarding subcontractor requirements and limitations: <ul style="list-style-type: none"> • RFP § 3.3.7 • RFP § 4.4 • RFP § 4.5 • RFP § 4.7 • RFP Attachment 6.1, Item #8. • RFP Attachment 6.2, Section B, Item B.7 • RFP Attachment 6.2, Section B, Item B.14 • RFP Attachment 6.2, Section B, Item B.15 • <i>Pro forma</i> Contract Section A.5(a)(5) • <i>Pro forma</i> Contract Section A.7(e) • <i>Pro forma</i> Contract Section A.10(a) • <i>Pro forma</i> Contract Section A.13(d) • <i>Pro forma</i> Contract Section D.7 • <i>Pro forma</i> Contract Section D.10 (and supporting Attachment C) • <i>Pro forma</i> Contract Section D.20(d) • <i>Pro forma</i> Contract Section D.23 • <i>Pro forma</i> Contract Section D.24 • <i>Pro forma</i> Contract Section D.32 • <i>Pro forma</i> Contract Section D.33 • <i>Pro forma</i> Contract Section E.7(b) |

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| | | | <ul style="list-style-type: none"> • <i>Pro forma</i> Contract Section E.8 • <i>Pro forma</i> Contract Section E.11 |
| | | 52 Could you please confirm if a non-U.S. registered company may apply | No, the State will not consider any respondent that is not registered to do business in the United States. |
| | | 53 Is the BUDGET to complete this work \$750,000? If so, is that total per year, or total for the full three years? | See the State's response to Item #27(a) above. |
| | | 54 Do you know the target segments the State ECD is interested in marketing to? | See the State's response to Item #5 above. |
| | | 55 Who is the primary target audience for the new brand identity and marketing campaigns? | See the State's response to Item #5 above. |
| | | 56 What key performance indicators (KPIs) will determine the success of the campaign? | See the State's response to Item #20 above. |
| | | 57 What are the expectations for collaboration, communication frequency, and reporting methods throughout the project? | <p>TNECD is expecting an overview of reporting capabilities from each RFP respondent under RFP Attachment 6.2, Section C, Item C.2 and RFP Attachment 6.2, Section D, Item D.8.</p> <p>Additionally, pro forma contract section A.14 further details TNECD's reporting requirements. Pro forma contract section A.10 details TNECD's meeting requirements.</p> |
| | | 58 Are there any specific requirements for the website development in terms of platforms or technologies? | <p>See the State's response to the following items detailed herein:</p> <ul style="list-style-type: none"> • Item #3 • Item #4 • Item #23 • Item #31 • Item #32 • Item #35 |
| | | 59 What level of website maintenance and support is expected after the initial development? | TNECD expects its contractor to provide ongoing support for the duration of the 3-year contract term. TNECD plans to maintain its website in-house but may need assistance or guidance from its contractor at times. |
| | | 60 How many agencies was the RFP delivered to? | \ There will be an open file period following the award of the RFP. Files will be available during that period. |
| | | 61 Is there currently an incumbent AOR? | See the State's response to Items #37 and #44. |
| | | 62 If there is an incumbent, will they be part of the RFP? | See the State's response to Items #37, #44, and #60. |

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| | | 63 What triggered the RFP? | See the State's response to Item #43. |
| | | 64 What is working best with regard to your current marketing efforts? | The TNECD team has dedicated significant time and resources to building a reputable, professional brand for the State of Tennessee and have all of the mechanics in place to run its marketing department smoothly (e.g., social media, advertising campaigns, press releases, fresh content, etc.). |
| | | 65 What do you hope to improve? | TNECD hopes to be able to rebrand its image (e.g., logo, taglines, and website) to represent a fresher, up to date, forward thinking version of Tennessee. The agency wants the ability to pull out and tell/pitch stories as opposed to issuing mere fact-filled press releases. The agency wants to be a bit more edgy so it is noticed and thought-of when it comes to being the premier business state in the country. |
| | | 66 What is the makeup of the TNECD marketing team - headcount and roles? | TNECD staff dedicated to marketing projects includes the following: <ul style="list-style-type: none"> • Assistant Commissioner of Strategic Initiatives • Director of Communications • Director of Marketing • Multimedia Production Lead • Public Information Officer • Digital Content Specialist • Web Administrator |
| | | 67 Who will be evaluating the RFP responses? | TNECD has designated internal staff members as response evaluators for this RFP. All applicable response evaluation information materials will be produced in the open file pursuant to state procurement requirements. |
| | | 68 What is the most important quality in your agency partner? | TNECD expects all of its partners to be organized, thorough, and responsive to agency needs. In an effort to identify the highest quality contractor and the most competitive response, TNECD has provided exhaustive detail in the RFP and pro forma contract regarding its needs and expectations for the underlying services. |
| | | 69 Is \$750,000 the maximum liability per year or for the total three (3) years/36 months of the contract? | See the State's response to Item #27(a) above. |
| | | 70 Please confirm that the \$750,000 budget does not include media spend. | See the State's response to Item #1 above. |
| | | 71 If advertising has been done in the past, how does the budget breakdown between agency fees and media hard costs? | TNECD plans to provide this information to the resulting contractor upon the start date of the fully executed contract. Also, see State's response to item #1 above. |

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| | | 72 How many departments, sub-brands and programs exist within the economic development organization? Can we get a comprehensive list? | The following page of the TNECD website provides a list of all TNECD teams, as well as the respective team members: https://tnecd.com/about/staff/ |
| | | 73 Can we get a list of all existing TNECD digital properties and related programmatic sites? | No, TNECD is not willing to make this information available at this time. |
| | | 74 How closely, if at all, should the rebrand adhere to the TN gov branding guidelines? | It does not need to adhere to Tennessee branding guidelines. |
| | | 75 If an agency is located in TN but does not have a physical office space, does that fulfill the administrative requirement A.10.a? | See the State's response to Item #11 above. |
| | | 76 Based on the prioritization of projects outlined in A.12 Is it acceptable to assume that the new brand and website may take a large percentage of the budget as Tier 1 priorities? Is there a scenario that is acceptable where Tier 3 priorities do not happen within the budget? | Section A.12 of the <i>pro forma</i> contract is intended to give the respondents a general sense of the State's expectations for temporal prioritization of all projects. The amount of time that needs to be dedicated to specific projects is indeterminable at this time. And the payment amounts associated with these services will depend on the ultimate contract award. All services described in the <i>pro forma</i> contract were contemplated in TNECD's anticipated budget. The applicable payment amounts for all listed services will be memorialized in Section C.3 of the <i>pro forma</i> contract at the time of the contract award. |
| | | 77 What is the expectation on timeline for the tiered priorities outlined in A.12? For example, would it be acceptable if the majority of year 1 is spent on the rebrand and website launch? | See the State's response to Item #76 above. |
| | | 78 Are there any timing constraints or expectations for the development and launch of the website? | See the State's response to Item #76 above. |
| | | 79 Public Relations is not outlined within the cost proposal. Do we need to submit any information on the first page of the cost proposal relating to these services? | Public Relations services would be performed on an hourly basis (i.e., not per project and not a monthly or annual rate) in accordance with pro forma contract section A.19. To better facilitate performance of these specific services, the State has amended RFP Attachment 6.3, Cost Proposal and Scoring Guide, as well as <i>pro forma</i> contract section A.13 (Key Personnel) and section C.3.c. to include two new positions: (1) an Events Coordinator; (2) a Public Relations Specialist. See Amendment Item 2 below. |
| | | 80 Should "Video and Photo Asset Creation and Organization Services" be included on the first page of the cost proposal? | Video and Photo Asset Creation and Organization Services would be performed on an hourly basis (i.e., not per |

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| | | | project and not a monthly or annual rate). in accordance with pro forma contract section A.19. The State has accounted for all the necessary positions to ensure the effective performance of services relating to Video and Photo Asset Creation and Organization (see pro forma contract section A.13). |
| | | 81 Will additional budget be available for the "Other Marketing Services" listed in section A.9. of the Contract? Or do we need to consider these in the \$750,000 maximum liability? | No, additional budget will not be available for the "Other Marketing Services" listed in Section A.9. Other Marketing Services would be performed on an hourly basis (i.e., not per project and not a monthly or annual rate) in accordance with pro forma contract section A.19. |
| | | 82 Do we need to submit a rate on the cost proposal for any Additional Key Personnel Positions we include in our RFP response? | No, RFP sections 3.1.2. and 3.1.2.1. are clear: Pursuant to RFP § 3.1.2 (Cost Proposal), "[a] Cost Proposal must be recorded on an exact duplicate of the RFP Attachment 6.3., Cost Proposal & Scoring Guide. NOTICE: If a Respondent fails to submit a cost proposal exactly as required, the State may deem the response to be non-responsive and reject it." Additionally, pursuant to RFP section 3.1.2.1, "[a] Respondent must only record the proposed cost exactly as required by the RFP Attachment 6.3., Cost Proposal & Scoring Guide and must NOT record any other rates, amounts, or information." |
| | | 83 If an agency has one million dollars in technology professional liability (errors & omissions)/cyber liability insurance versus the stated ten million, will that be acceptable or will you require the agency to increase their insurance? | The policy limits shown in the RFP are minimum required limits, so the respondent's policies, either alone or in combination with follow-form excess coverage, must have limits that meet or exceed them. |
| | | 84 Is there a not-to-exceed budget per year? Or is \$750,000 maximum across three years the only restriction? | See the State's response to Item #27(a) above. |
| | | 85 What is the ideal timeline for the new branding and website to launch? What is the ideal start date for other marketing services to begin? | See the State's response to Item #32 above. No specific deadline has been established for the website development project or for other marketing services to begin. |
| | | 86 Can you provide examples of other economic development organizations that you aspire to emulate? | No, TNECD cannot provide such examples. |
| | | 87 Please explain the budget. Is the \$750,000 for year one or the full contract period? | See the State's response to Item #27(a) above. |

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| | | 88 What are the strategic goals for this work that we should keep in mind? In other words, what should the brand, creative and media strategy seek to achieve for your organization? | See the State's response to Item #65 above. |
| | | 89 Is there a Business to Business (B2B) component that we need to keep in mind when crafting our response? Or have you established B2B communications, and is this primarily a consumer-facing campaign (B2C)? | The State does not fully understand the question being raised. TNECD does target businesses and aims to attract them to Tennessee. However, TNECD also tries to appeal to people as well in terms of quality of life, cost of living, and other areas. Obviously, businesses consist of individual people that drive business decisions, so we would like to appeal to both groups. |
| | | 90 What are you currently missing in the strategic planning and marketing messaging process that you'd like to see addressed in this work? | TNECD is not necessarily "missing" anything in its processes. The agency's brand and messaging is clearly established. However, TNECD hopes its rebranding involves development of strategic messaging, recurring themes, and a comprehensive plan for rollout that is impactful and attention grabbing. Additionally, TNECD hopes to incorporate more detail regarding its day-to-day activities into its brand without diluting or otherwise confusing its messaging. |
| | | 91 Please describe the current target markets that you leverage for communications and marketing? | TNECD targets specific industries, business executives, top international markets for Tennessee investment, etc. The agency's targeted industries and top countries for FDI can be found on its website. TNECD plans to dive deeper into target markets once a vendor is chosen. |
| | | 92 Will the vendor be asked to create or develop marketing assets (i.e., commercials, visuals, ads, etc.)? If so, should production figures be taken into account for the cost proposal? Or will that be an additional cost? | TNECD primarily develops graphics, ads, visuals and video/photo assets with its team in-house. However, TNECD added the per hour work (in accordance with pro forma contract section A.19) for graphic design and video/photo as the agency realizes the initial rebrand launch will be a heavy lift. As such, TNECD will likely lean on its new vendor to assist in building out the new brand assets and collateral. |
| | | 93 How do you currently create creative media and marketing assets to connect with audiences? | TNECD primarily uses the Adobe Creative Suite including but not limited to Illustrator, Photoshop, InDesign, and Premiere Pro for the creation of most of our marketing assets. |
| | | 94 How is TN ECD currently meeting its business and organizational goals? What do you hope the new approach to branding will achieve? | All of TNECD's current media and marketing assets are developed in-house by the internal TNECD team. |
| | | 95 What channels do you currently use to reach your target | TNECD uses a variety of channels including direct email, newsletters, social |

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| | | audiences? Do you wish to continue utilizing those channels, or will you be looking to expand? | media (Linkedin, Facebook, Instagram, and Twitter/X), industry trade publications, site selector journals, tradeshow, website inquiries, Google ads, etc. TNECD would like to continue using these platforms; however, the agency is open to new ideas. |
| | | 96 Will language translations be required for the messaging strategy work? If so, please share more details about the languages required and the extent to which materials will need to be translated. | Yes, language translations will be required for website and marketing materials. Main languages needed included Korean, Japanese, Italian, Spanish, and German. |
| | | 97 What are the biggest challenges that you're facing, and might have inspired the issuance of the RFP, that you hope the vendor will redress/alleviate? | TNECD's primary need is to consolidate services associated with many contracts and many vendors into one contract and one vendor. TNECD is also aiming to update its brand and launch a new updated website. |
| | | 98 What does success look like to your team for this work? | A partner working along side TNECD's internal marketing and communications team to development a new brand for TNECD that the agency can then utilize to launch a new website, brand campaign, and update all internal/external collateral. This work should be professional but attention-getting and forward-thinking. |
| | | 99 What current media KPIs are you tracking? Similarly, what brand-level health and audience engagement metrics are you currently tracking? | See the State's response to Item #20 above. |
| | | 100 Where is your site currently hosted, and how is it managed (i.e., the content-management system, such as WordPress)? | Currently, TNECD's website is WordPress-hosted by LiquidWeb. |
| | | 101 Is there an internal website team that will be managing the day-to-day site maintenance after launch? | Yes, TNECD dedicates one internal staff member to day-to-day website maintenance. |
| | | 102 What are your current metrics for website success? | Currently, TNECD does not maintain any existing metrics for website success, but this will be an important feature of the agency's new website. |
| | | 103 Advertising Services: A. Has an annual budget for advertising services been determined? B. Do any advertising services need to be factored into the \$750,000 budget mentioned in the RFP (i.e., strategy, creation, development, media placement fees)? C. Will the advertising budget need to be allocated in a certain way between traditional and digital? | A. Yes, TNECD already has an annual advertising spend (separate from this \$1,000,000.00 RFP). B. Advertising placement strategy/management should be included. The actual cost of placement/media buys is separate. See the State's response to Item #1 above. C. TNECD is open to new ideas. There is not currently a requirement, but TNECD does a mix of both (heavier on digital). |

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| | | D. Are there any internal restrictions that need to be considered in strategic planning for advertising services (i.e., social media, messaging, commercial video)? | D. TNECD will discuss this item further with the resulting contractor upon the start date of the fully executed contract. TNECD has a certain tone and message style that it will want to uphold for consistency. The agency typically creates copy for ads and socials in-house. |

2. **Delete RFP #33006-20824, in its entirety, and replace it with RFP #33006-20824, Release # 2, attached to this amendment.** Revisions of the original RFP document are emphasized within the new release. **Any sentence or paragraph containing revised or new text is highlighted.**

3. **RFP Amendment Effective Date.** The revisions set forth herein shall be effective upon release. All other terms and conditions of this RFP not expressly amended herein shall remain in full force and effect.