

**Answers to Submitted Questions for Business Marketing RFP – Part 2**

***For answers to questions 1-16, see “CORRECTED: Answers to Submitted Questions Part 1 at <http://esd.ny.gov/CorporateInformation/RFPs.html>.***

**17. How is success defined in this campaign? What are the performance metrics?**

Media performance metrics will be determined in consultation with the winning bidder, based on the channels selected for the campaign. Other performance metrics may include but are not limited to web site visitation, social media measurement, and business indicators such as the number of companies located in New York State and the number of new jobs created in New York State over time.

**18. What are the “in house” assets available to the ESD?**

See answer to Question 11. ESD will also make its in-house photography available for use in the campaign.

**19. Can you make available any market research ESD has done?**

All existing research will be shared with the winning bidder, and bidders are encouraged to explore studies and other information currently available on the ESD web site.

**20. Can you make available any current “target” lists, either business sectors or geographic / demographic business targets?**

See answer to Question 5.

**21. Can ESD rank order the International markets by priority?**

Please visit the ESD web site at <http://www.empire.state.ny.us/International.html> for a list of international offices focusing on key markets.

**22. What are the unique selling points New York State has to offer potential business targets (tax incentives, training assistance etc.)?**

See answer to Question 6 as well as the ESD web site for a list of available incentives and other programs.

**23. In the view of ESD what are the key competitors to New York State?**

New York State’s competitors tend to vary by industry, but the State often competes with New Jersey, Pennsylvania, Connecticut, and at times North Carolina and Virginia as well.

**24. Does ESD have available a comparison of how NY State compares to other competitors?**

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See answer to Question 19.

**25. What “celebrity” assets are available for ESD marketing efforts?**

ESD has not secured any celebrity talent for the campaign.

**26. Does ESD utilize web analytics for the site? Such as number of visitors, source of traffic, top referrer sites, primary entry page, bounce rate, return rate etc?**

Yes. Google Analytics monitors site traffic.

**27. Is there presently a search strategy either paid or organic as part of the current digital effort? Is there a key word program in place?**

There is no paid search strategy for the ESD web site.

**28. Does ESD have a social media strategy? If so, is there a media platform to manage social media feeds?**

ESD maintains a presence on Twitter at <http://twitter.com/#!/EmpireStateDev> and has its own Facebook page. Some programs, including I LOVE NEW YORK, also maintain their own social media presences.

**29. If we recommended a redesigned website, does ESD have the internal resources to build out the site based on business and technical requirements?**

ESD’s technical team would be involved in any such project, and the full extent of its involvement would be determined based upon the project’s scope.

**30. Are there eCRM tools in place such as Salesforce.com? Does it reside in a centrally or in various databases such as regional offices? Has there been any segmentation and priority ranking of the contacts? What vehicles are used to maintain relationships?**

At present, there are no internal CRM applications or services being used by ESD.

**31. Does each contractor in the joint venture need to send a proposal? Are there any special instructions/documents we need to submit as a joint venture candidate?**

As noted in the RFP, “a joint venture proposal to perform the functions solicited is acceptable.” In this case, a single proposal with all forms listed in “Section VIII: RFP Review List” must be completed.

**32. Are the 10, 25 and 50 million dollar budget figures, annual budgets or for the two year contract period? What do you anticipate the budgets to be for the optional one-year renewal terms?**

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ESD anticipates that the listed budget amounts would be for a period of twelve months. Any future years could depend on budget allocations.

- 33. According to a question and answer already posted, it looks like the 25 page limit does not include the sample creative. Would you still like the creative included in the bound proposal, or can we submit it in another format to better showcase it - boards, DVD, thumb drive, etc.?**

All materials should be sent as one package, but bidders may decide what is appropriate to include as the non-narrative creative samples portion of the response as long as the required 10 copies of the full proposal are submitted.

- 34. Where/how on the budget form would you like us to include the actual media costs, as opposed to (and in addition to) the commission rate?**

Total media spend will be determined by ESD in consultation with the successful bidder. However, please note that Section III of the RFP directs bidders to "provide your thoughts on the optimum allocation of budget by various media types and different spending levels" as part of the narrative response.

- 35. Under "Experience/Marketing Approach" within section V, Selection Criteria, it states that "Particular attention will be given to responses to the questionnaire." Can you please clarify what questionnaire this refers to?**

"Questionnaire" refers to the experience qualifications listed elsewhere in the RFP.

- 36. Do the three budget scenarios (\$10 million, \$25 million, and \$50 million) represent annual budgets or 2-year budgets based on the contract term? If the latter, should the assumption be made that each subsequent 1-year budget term would have the same proportionate amounts (i.e., \$5 million, \$12.5 million, and \$25 million)?**

See answer to Question 32.

- 37. I see on the International Division of your website (<http://www.empire.state.ny.us/International.html>) the locations of your international offices. Can we assume that these offices are in those markets that you've identified for international outreach? If so, are there others? If not, can you share those markets?**

Yes, ESD's international offices have been located in countries and cities with relevant markets.

- 38. Have you identified a target audience for this campaign? Is it on a local, national, global level? If several, have some been identified as more important than others?**

See answers to Questions 5, 20, 21, and 37. The RFP also states that "The required campaigns may range from local and regional to national and international in scope" and says that the successful bidder shall "Perform research that will identify New York State's position in the global marketplace for investment, job creation and income generation and compare the State's position to its international, national and local competitors."

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**39. Are there key counties or areas that have been identified as ripe for growth and the campaign should focus on highlighting those areas?**

See answer to Question 38.

**40. In the additional qualifications section, it states, "ability to support ESD's public relations efforts" - could you please expand on that? In what capacity do you see the firm "supporting" PR efforts?**

The successful bidder will work in tandem with, and supplement when necessary, the public relations efforts undertaken by ESD's Public Affairs team.

**41. Is the campaign focused primarily on job creation outside of NYC or including NYC also?**

As noted in the RFP, "This major effort will focus on recasting New York as the place to be for businesses that are growing and creating new jobs." This means all of New York State, though ESD recognizes that each region presents its own unique challenges and opportunities.

**42. With regard to spec work or sample work - must it leverage the I LOVE NEW YORK campaign?**

It is only at the discretion of each agency how or whether I Love NY is incorporated in any way or not at all. As already noted in the RFP, "If you intend to leverage the iconic I LOVE NEW YORK logo and slogan in the business marketing campaign, clearly specify how you intend to use them and briefly describe why you believe they should be used."

**43. Could you please clarify "leveraging the State's other investments in advertising across different State agencies and departments"? Suggestions on leveraging other agencies media spend or media assets? Such as, a web banner on another State agencies website? Partnering with other existing State campaigns for a collaborative media buy? None of the above? Could you please elaborate?**

The state spends various other amounts on advertising for such agencies as the Lottery, Ag & Markets and others. For bidders who see a way or a strategic reason to try and get all of these various advertising expenditures to work together, ESD welcomes proposals that address how that may be accomplished.

**44. The required certified public accountant letter - what would you like that to state?**

As stated in the RFP, "You must have the economic resources to pay expenses in advance of reimbursement from the State as well as the staff and administrative expenses itemized in your proposal (Budget). Said economic resources shall include the coincidental funds described on the Budget sheet. ***As part of your proposal, you must provide a letter from a Certified Public Accountant (CPA) stating that your company has the economic resources to pay expenses pending reimbursement from the State and that your company has sufficient working capital, positive net worth, and has, or can obtain, a line of credit for the work described and proposed.***"

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**45. Are there specific markets that you view as primary “feeder” markets for NY business investment?**

Please see answer to Question 23.

**46. What specific measurements will you apply to this campaign?**

See answer to Question 17.

**47. What specific business title(s) have proven to be the best targets for recruiting businesses in the past?**

The best targets include the COO, CFO, VP Real Estate, VP HR and the Site Location consultants that these companies contract with. For smaller firms with 100 or fewer employees, the appropriate target may be the CEO.

**48. What type of organization does the state have in place to follow-up on leads generated by the campaign?**

ESD’s Small Business Development, International Trade, and Women and Minority Owned Business departments are responsible for following up on relevant leads.

**49. You’ve asked for three budget packets to cover the 10, 25 and 50 million dollar budgets? But don’t we also need to submit packets for the two renewal years?**

Yes. For each budget scenario, please check the appropriate box at the top of each completed budget sheet, where indicated, for Initial Two-Year Term, First Renewal Year, or Second Renewal Year.

**50. Are agency fees and media buying rates included in the three different budget levels or in addition to?**

As noted in Appendix A, media commission will be applied as a percent of gross media expenditure, and “[a]ll production expenses incurred in-house (except with respect to Personnel as identified below) or out-of-house, **shall be billed at actual cost with no mark-up due the Contractor**” (emphasis added).

**51. The MBE/WBE Compliance report is to be submitted if we win the assignment not at this time, correct?**

Yes. The Compliance Report is due only for the selected bidder, once work commences. All bidders must take careful note of the W/MBE goals set out in Appendix G-1 to the RFP.

**52. The ESD has already developed a theme that conveys the message that “New York State Open for Business”. Should the “Business First” online one-stop shop be encompassed into this campaign or stand to complement it?**

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Please see answer to Question 10 about the tagline. We welcome ideas about the best web strategy to support the campaign.

**53. Has any prior research that can be made available of what the image or perception of NYS to incoming business?**

No such research has been recently conducted.

**54. Is the staff plan and references part of the 25 page limit?**

No. The staff plan is an addition to the narrative proposal.

**55. Should translators for in-language materials be contracted out as well or does ESD have those capabilities?**

Yes. If in-language translation is required, the successful bidder should be prepared to provide these services directly or through a sub-contractor.

**56. According to your billing form you have left space for us to identify one billing rate for account management. Can we offer other personnel rates that breakdown the account management team with a key manager and rate appointed?**

No. All rates are blended rates.

**57. In reference to "Conditions Governing Proposals" referred to in the RFP Response Form, could you please confirm this RFP is governed by the following terms and conditions, Schedule A - Conditions Applicable to the Corporation's Agreements for Materials and Services (Includes ST220 and all other required forms.), or provide a copy of the sample contract?**

Schedule A  
([http://esd.ny.gov/CorporateInformation/Data/RFPs/RequiredForms/ScheduleA\\_November2009.pdf](http://esd.ny.gov/CorporateInformation/Data/RFPs/RequiredForms/ScheduleA_November2009.pdf)) does apply. A sample contract is not available. A contract will be negotiated directly with the successful bidder.

**58. Is there a specific format in which ESD wants contract exceptions submitted? And could you provide that for us?**

All contractual issues will be negotiated with the successful bidder.

**59. There is a clause in the RFP that says that we should have the funds to pay expenses in advance of reimbursement as well as the staff and administrative expenses itemized in our proposal. Said economic resources shall include the coincidental funds described in the Budget sheet. Can you confirm that this excludes production? We know it excludes media based on the earlier answers. We are assuming you are referring only to the fee portion which would be paid under normal business practices.**

No, this does not exclude production work. Invoices for production work cannot be processed or paid until such work has been completed in full.

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**60. Would it be suitable to provide our parent company's financial report in lieu of a CPA letter certifying our particular firm's ability to pay? Under Sarbanes Oxley we are not allowed to provide stand alone financial statements.**

Yes, that would be appropriate for bidders who are subject to Sarbanes Oxley legislation. All others must provide a CPA letter as required in the RFP.

**61. What are the most compelling reasons to do business in New York rather than any other state? Are there claims that no other state but New York can make?**

See answer to Question 6.

**62. What specific roles do you expect the ambassadors to perform related to the campaign?**

See answer to Question 13.

**63. Is there any research that can be provided to understand the perceptions and needs from current and potential businesses in New York?**

No such research has been recently conducted.

**64. What are the key global markets that New York would target as part of this campaign? Within those markets, what specific business segments would be targeted?**

See answer to Question 38.

**65. Please confirm that the "questionnaire" referred to on page 13 of the RFP ("Particular attention will be given to responses to the questionnaire.") is the APPENDIX F non-construction/for-profit form: [http://www.osc.state.ny.us/vendrep/forms\\_vendor.htm](http://www.osc.state.ny.us/vendrep/forms_vendor.htm)**

See answer to Question 35.

**66. How will the responses to the Appendix F questionnaire contribute to the firm's overall score?**

The Appendix F questionnaire is part of ESD's required determination of whether a firm is a "responsible bidder." If a bidder is deemed not responsible, that bidder's proposal will not be scored.

**67. Can some of the spec strategy/creative be submitted as online links and/or DVD?**

See answer to Question 33. Additionally, online links can be submitted as long as they are included with the rest of a bidder's proposal.

**68. Can we submit creative samples along in addition to the 25 page narrative?**

See answers to questions 9, 33, and 67.

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**69. "Open for business" logo graphic: is this element new and to be used in future or might it be redesigned?**

ESD is open to suggestions from bidders.

**70. Is the \$10 million budget over the two year period, not per year?**

See answer to Question 32.

**71. What is the definition of Non- Exclusive? Is it: 1. Multiple award - more than one contract is awarded? 2. Using someone else's services for tasks covered by the contract if they choose to? 3. All services covered by the contract must be performed by the awardee, except if the ESD chooses to do them in-house?**

Non-exclusive means that ESD can choose to work with partners other than the successful bidder on any projects related to this RFP.