

Questions and Answers: Business Development and Related Services in Europe

1) Based on your RFP, we'd like to know what percentage of the contractor's time should be spent on promoting increased exports by NYS Companies vs. Promoting increased investment in NYS or FDI?

The contractor is expected to develop and implement visionary, creative, and aggressive plans, to both boost exports of NYS companies' goods and services into Europe, and to attract foreign direct investment (FDI) from Europe to NYS. The expected deliverables for trade development and international investment attraction objectives are detailed in Appendix C. The comparative allocation of time to achieve important trade and FDI deliverables would be up to the Contractor.

2) If we are currently managing or bidding on FDI projects in North America, can you please share with us who would be considered off limits by ESD?

Contractors working for ESD must avoid anything that causes or can be seen as causing a conflict of interest. Contractors must be able to give a 100% commitment to serving the best interests of New York State. If a Contractor is representing a client with similar interests to New York then a conflict is likely to arise. It would not be acceptable if a Contractor were to potentially represent competitors to NYS at the expense of NYS international business development objectives.

3) In your RFP you reference "designated areas" in Europe from an investment standpoint. We would like to know if there are certain countries in Europe that you will want the contractor to focus on specifically?

- both Western, Eastern, Northern Europe? Russia? Turkey?
- is there a primary and secondary list of countries?
- would office in Warsaw, Poland be considered a central location in Europe to cover both Western and Eastern Europe?

Leading Western European markets for New York exports and FDI include the United Kingdom, France, Germany, Switzerland, Belgium, and the Netherlands. These remain key markets requiring maintenance and steady expansion. In addition, New York is always looking to expand its exports to Northern Europe and to other, secondary Eastern European countries, including Russia, Poland and Ukraine. The Contractor should focus on markets that offer the most promising opportunities for meeting NYS export expansion and FDI objectives. Turkey would be considered primarily a Middle-Eastern country, and not a primary focus for this Contract.

4) Please provide guidance on the key NYS industries, clusters and technologies that you would like the Contractor to support in Europe for trade development and investment attraction.

What if enquiries are outside the given sectors? Do these fall outside the remit of the contract?

The Contractor would be expected to focus on leading NYS industry sectors for trade and FDI attraction efforts, as outlined below and as further specified by the Department as future market opportunities and business conditions evolve. The Contractor would also be expected to provide trade and/or FDI assistance in other sectors, based on the Department's requests and the potential for new business opportunities identified by the Contractor.

Some of the leading NYS manufacturing industries for trade development program efforts include:

Jewelry with precious gems and metals
Industrial machinery – including computers
Electric machinery
Vehicles and related parts
Optical/photographic/surgical/medical instruments
Aircraft and spacecraft and related parts
Plastics and plastic articles
Pharmaceuticals.

Significant services export sectors include business consulting, engineering, marketing, higher education and tourism.

The strategic industries of focus for international investment attraction include:

Business & Professional Services
Clean Technology
Communication & Media Services
Distribution
Financial Services
High-Tech Electronics and Software
Industrial Machinery & Systems
Insurance
Life Sciences
Materials Processing
Nanotechnology
Transportation Equipment

5) Appendix C mentions work with 100 Export ready companies. Who is expected to identify these 100 companies?

- In addition, if the requirement of these companies goes beyond the original scope of work does the contractor have the right to expand their relationship with that company at additional cost to the company?
- Can the Contractor provide additional services to either NYS companies or European companies that are seeking to either export into Europe or set up operations in NYS? Is there any conflict of interest?
- Will all companies be provided by the NYS Trade/Export department or is the Contractor also expected to identify companies to work with?

As detailed in Appendix D, qualified export-ready firms will be referred to the Contractor by the International Division. Other companies identified for trade assistance should be referred to the trade manager, and prospects for FDI should be referred to the FDI manager.

Contractors working for ESD must avoid anything that causes or can be seen as causing a conflict of interest. Contractors must be able to give a 100% commitment to serving the best interests of New York State. If a Contractor is representing a client with similar interests to New York then a conflict is likely to arise. It would not be acceptable if a Contractor were to potentially represent competitors to NYS at the expense of NYS international business development objectives.

The Department is interested in receiving proposals that accomplish the defined scope of services for the specified budget. The Department does not wish to have the selected Contractor pursue a work-for-hire relationship with a company that they originally worked with under terms of its contract with ESD. The Department would actively discourage potential Contractors from using contacts made under the NYS contract for the purpose of soliciting additional business and/or for attracting investment by NYS companies into Europe.

6) On page four, paragraph four of your RFP you mention a CRM system that the contractor will need to utilize? What is the timescale for the implementation of the NYS CRM system? Will the NYS CRM system have the ability to upload data from compatible formats?

The product is Microsoft Dynamics CRM, which has the capability of uploading data from compatible formats. The timetable for full implementation is still under development.

7) Appendix C of the RFP references deliverables such as "discussion of marketing activities, such as trade shows, event sponsorships, advertising, public relations, etc." Are these recommendations or is the contractor to initiate and execute these activities using the same \$150K budget? In other words will ESD act on the recommendations and pay for advertising, Trade Show exhibits, etc. out of a different fund?

- Are the costs of accompanying a company to a trade show or meeting expected to be covered in the budget or can additional expenses (travel and subsistence) be charged at cost?
- How many trade shows and trade/investment missions should be conducted in each contract year and are expected by the Department?
- How many trade events have you supported in Europe in 2013 and 2012?

The Contractor should identify all trade events and prioritize them or offer a frank assessment of the pros and cons of attending each one. Depending on the event and whether it is deemed worth the investment of time and resources a determination will be made of the level of service needed on behalf of New York State. The bidder should include recommendations for prioritized European trade events for NYS, and include the costs for participating in same (e.g. registration fees and travel – but NOT costs of exhibit booths) in the financial proposal (per section 3.1 f). Such travel would relate to providing assistance to NYS firms at such event. ESD will pay for advertising, trade show exhibit booths, etc. out of separate funds.

Any additional travel to support NYS companies, outside of the scope of participating in approved trade events, would require prior approval.

We would expect the Contractor to recommend the number of trade events relevant to the annual budget and the anticipated deliverables. Given the funding level, between 2 and 5 trade events per year have been supported in recent years.

8) On page twelve, section 4.1 you talk about cancellation of the contract. Does the contractor have a right to cancel the contract if payment is not received within a certain/reasonable time frame (i.e. 30-45 days)?

The contract will have termination language that allows for cancellation upon mutual written consent of the Parties.

9) The scope of services in Appendix C, and responsibilities and tasks guidelines in Appendix D seem open-ended. Where do the boundaries lie?

The Appendix C specifications to the scope of services clearly identify the expected tasks and deliverables for the Contractor, including numerical targets wherever feasible. The Appendix D responsibilities and tasks guidelines are meant to illustrate respective roles of NYS-based staff, of the international representatives, and of NYS companies.

10) On page four, the RFP says that "the Contractor shall also provide support for special projects, related to the scope of services detailed in Appendix C, as designated by the Department. The Department will provide the contractor with specific quantifiable guidelines on what is expected of them." What proportion of the budget / time should we set aside for these special projects?

The Contractor need not set aside a specific amount of time or budget for special projects, nor will special projects interfere with primary trade and FDI responsibilities. However, the Contractor should remain flexible and willing to accommodate special trade and FDI project needs, with the understanding that the Department will provide relevant resources for such projects.

11) Given the geographic scope of the contract, it is our opinion that the deliverables would be very difficult to achieve for \$150,000 per year (particularly in year one). Can ESD outline the rationale behind how they determined the numbers of FDI leads, meetings, site visits and projects? Would a proponent be excluded for submitting a proposal which had lower but more realistic deliverables? Alternatively, is there any flexibility on submitting a proposal above the maximum budget?

The Contractor is invited to provide recommendations as to a more targeted European market focus that they believe will ~~can~~ accomplish the suggested deliverables, within the specified annual budget of \$150,000.

Proposals at amounts above the specified budget will not be considered.

12) Can you define the amount of Tourism support that will be needed in a one year period?

ESD has distinct contracts to promote international tourism to New York, so the Contractor might be asked to provide limited support for distinct events or projects. No resources need be specifically allocated by the Contractor for NYS Tourism promotion. In the event of requests for more significant support, additional resources would be provided by the Department.

13) Can you provide guidance on your previous UK Europe FDI/Export NYS consultant/Company? How many hours or reports did they provide to NYS over a one year period?

This RFP is for services going forward. The Contractor should be expected to provide a monthly summary report and a much more comprehensive quarterly report with an end of the year final report of successes, and plans looking ahead, as indicated in Appendix C.

14) There is reference to a direct marketing campaign in Europe. Can you provide details on the nature of the direct marketing efforts that have taken place in Europe in the past?

The State has not undertaken a major European marketing effort in the recent past.

15) Can you please provide additional clarification on your annual budget of \$150,000? Does this amount include expenses or does this include only labor and benefit costs of employee(s) assigned to NYS in Europe?

Please refer to Appendix B for the format of the Contractor's Financial Proposal to be allocated based on the \$150,000 annual budget, and Appendix C for the deliverables to be accomplished under that budget. It is expected the contractor will propose and allocate a budget that they consider best able to meet the deliverables of the RFP.

16) There is reference to travel throughout Europe to support NYS to meet research and requirements of NYS companies. Can you provide guidance on the countries that will require the greatest amount of travel?

As noted in other answers, New York's leading markets are in Western Europe, including the United Kingdom, France, Germany, Switzerland, Belgium, and the Netherlands. The Contractor must sustain and expand New York's current key markets while identifying and prioritizing the best untapped markets. Eastern Europe is a secondary area of interest.

17) Please clarify the reference to provide updates to the Financial Proposal on an annual basis. How will this work and would ~~PRA~~ the Contractor make adjustments and recommendations each year depending on changes in the Europe/NYS market?

The Contractor should prepare its financial proposal based on its anticipated annual plan of work. Once a contract has been awarded, the Department and the contract may mutually agree to modify and update the contract and annual plans to meet any changing demands of the market, needs of New York businesses or the Department.

18) Please clarify the definition of "export-ready"? Does NYS have a standard response template for company requests related to trade assistance (e.g. outlining parameters such as the amount of time to be devoted to each enquiry)? If so, please can this be shared?

The determination of export readiness would be made by the Department's International Trade staff, based on an export readiness assessment checklist tool (see attached document).

19) Appendix C: Will the sales targets be adjusted if the numbers of enquiries are down on the number estimated.

Potentially yes. The targets are objectives for anticipated deliverables, and will also depend on NYS staff resources. The Contractor will be expected to document how an aggressive good faith effort has been made to meet them.

20) Please define "qualified leads" for FDI (Appendix C, page 2, D). First bullet refers to achieving a "goal of seven leads in each of the assigned target industry sectors" and bullet 4 refers to 15-25 qualified prospects per year. Also, what is the minimum deliverable in each of the categories e.g. is it 50 or 70? 15 or 25?

The term "qualified leads" refers to the Contractor's work to qualify European prospects for attraction/relocation or retention/expansion with the NYS-based FDI management team, including ensuring that site analysis is underway on part of the European prospect, involving such elements as geographic parameters, anticipated completion dates, allocated investment dollars, etc.

The quantitative targets related to specified tasks are detailed in section D for FDI.

21) Appendix C, page 2, D bullet 4 refers to "retention/expansion". Will NYS provide a list of foreign-owned companies in the state in order to facilitate this process?

Yes, the NYS-based FDI management team will provide information on targeted European firms already in NYS, and will expect the Contractor to conduct outreach to European parents' headquarters, as well as to identify prospects for attraction and relocation to NYS.

22) Based on previous contracts, what is the typical number of visits per annum made to the US by European in-market Contractors? And what is the typical length of each visit?

Typically and ideally, in coordination ESD staff, the Contractor would visit NYS at least once per year for about one week to confer with ESD staff on trade and FDI strategic priorities, and to participate in "road show" regional trade events, meeting with NYS companies interested in expanding exports to Europe.

23) The instructions indicate that a Budget Page must be completed for both Option 1 and Option 2. Can you please clarify the two options, or is the requirement now for only one Budget Page?

The reference to "Option 2" was included inadvertently. The financial proposal for all five years, on two pages, must be completed.

24) Mandatory Requirements: There is reference to a minimum of 5 years' experience with Export/FDI . Example: A company has been in business for over 25 years with over 5 years of direct experience in Eastern Europe and the UK. Their experience has primarily been on the sourcing/supplier side in Eastern Europe. Would this company qualify it as a candidate for the RFP?

Direct prior experience in providing the Services requested in the RFP is a requirement. Mandatory qualification requirements include both trade and FDI experience, as detailed in section 2.3. It is not clear from this example that the company would meet the experience requirement.

25) Subcontracting requirements: There is reference that sub-contracting expenses cannot exceed \$50,000 without NYS approval. Is this amount an excess of the budget of \$150,000 or is this amount accounted for within the budget?

This amount would be within the specified \$150,000, not in excess of that budget.

26) Can the selected vendor invoice on a monthly basis rather than on a quarterly basis for payment of Fee and expenses?

The contract anticipates quarterly submissions of progress and financial reports with subsequent reimbursement. The Department will work with contractors during the term of the contract if more frequent reimbursements are warranted.

27) Will the \$150,000 fee fluctuate each year to account for inflation or do adjustments only reflect changes in expenses and operating costs?

Assuming statutory Programmatic funding to the Department remains the same, it is expected that the \$150,000 amount will remain the same for all five years, and adjustments would reflect changes in work plans and related expenses and operations.

28) Please provide guidance regarding Foreign Market Intelligence Reports. Can you provide an example of these reports?

The content expected from Foreign Market Intelligence is specified in Appendix C, section B.1. The Contractor would provide brief reports upon request by the Department, related to trade and/or FDI objectives. We cannot provide an example.

29) There is reference to 150-350 calls out to Europe companies interested to FDI investments in NYS. Is this call activity only or in-person meeting? We realize that this is a goal.

The targeted range would include both initial outreach calls and in-person visits or meetings to generate prospects.

30) Please confirm the minimum expectation for 50% of goal.

There is no such expectation; the ranges in Appendix C represent the goals for Contractor deliverables.

31) The Contractor is asked to design and execute a direct marketing campaign that should result in qualified inward investment leads. To which extent does the Department expect such a campaign to include social media, interactive consumer website as well as direct mailing elements?

The Contractor should explore and leverage all media and marketing techniques to practically saturate audiences about the products and services of New York. Resources should be expended that are targets and maximize return.

32) In reference to section 3.1 c), would the development and implementation of a dedicated trade & investment website for New York State in Europe, with the required language functionality (German, French, Spanish, English as first step), be considered an in-house project of the Department, a special project or as part of this assignment? Would additional budgets be available for its development?

The development of such a website per se would be beyond the scope of services for this contract, though it could be proposed by contractor as part of the contract if demonstrated that it would help achieve deliverables. Were the Department to pursue the development of a European website independently, it would be a special project, with a separate budget.

33) Based on section 3.1 f) "Financial Proposal" - is the cap for the budget for all deliverables \$150,000 per budget year or will the department entertain a proposal that meets this firm requirement as well as an alternate proposal including more resources and higher deliverables? Will the department seek to expand the budget during the contract term if the project meets all success factors?

The annual budget of \$150,000 is the total amount available. Proposals at higher amounts will not be considered.

34) In section 4.5 a) the Contractor is informed that all materials created through this agreement need to be provided to the Department. In this regard it would be of interest to learn what information / data will be made available to the new Contractor based on the work of the previous partner of the Department? If contact details of European companies, mailing lists or existing prospects/leads (for follow-up activities) will be transferred, can you give us any information on how extensive this data is?

Information the Department believes will further and enhance the ability of the contractor to enhance exports or FDI will be provided to contractor, but the applicant should propose how they can best meet the deliverables of the RFP from their previous experience or proposed activities.

35) In Appendix C, section D the RFP calls for 10-15 site visits with prospective investors in each contract year. Will any costs arising from such visits be covered by the Department separately? Also, how much planning and execution support is expected from the successful Contractor once the lead and interest has been communicated to the Department?

The Contractor's budget should reflect the travel costs needed for accomplishing the specified deliverables, within the available annual budget. The FDI management team will coordinate with the Contractor on follow-up, site visits, etc., generally as outlined in Appendices C and D.

36) In reference to Appendix C, section E on reporting, will the project primarily report to the NYC, Albany or other regional office of the Department?

The Contractor will report primarily to the International Division trade manager, but is expected to also work and coordinate with the Strategic Business Division FDI manager.

NYS EXPORT READINESS ASSESSMENT CHECKLIST

I. COMPANY BACKGROUND: Official Company Name:	
1. Describe company industry and product line (copies of product literature; price lists):	2. Describe company structure:
Number of years in business?	
Year established?	
Number of employees?	
Annual sales?	
Export sales?	
3. Does the business have an exportable product or service?	Yes <input type="checkbox"/> No <input type="checkbox"/>

II. GOING GLOBAL: EXPORT EXPERIENCE	
1. Why does the company want to start or increase export activity? (check all that apply)	
a. To increase profits, thereby increasing jobs	<input type="checkbox"/>
b. To level sales peaks and valleys	<input type="checkbox"/>
c. To maximize use of installed capacity	<input type="checkbox"/>
d. To diversify risk	<input type="checkbox"/>
e. To keep up with the competition	<input type="checkbox"/>
f. To satisfy customer demand website	<input type="checkbox"/>
2. Is management clearly committed to international market expansion? Yes <input type="checkbox"/> No <input type="checkbox"/>	
a. Review statistics from Census Bureau for level of US exports:	_____
b. Does product have a solid market share in the US domestic market?	Yes <input type="checkbox"/> No <input type="checkbox"/>
c. Is the weight/volume of the product reasonable given freight costs?	Yes <input type="checkbox"/> No <input type="checkbox"/>
d. Is management willing to modify products to satisfy market conditions or foreign regulations?	Yes <input type="checkbox"/> No <input type="checkbox"/>
e. Can the technology be licensed instead of exporting the product?	Yes <input type="checkbox"/> No <input type="checkbox"/>
f. Are services delivered through/with foreign partners (e.g. professional services)?	Yes <input type="checkbox"/> No <input type="checkbox"/>

3. What are the most promising markets?	
a. List current and past export markets:	i.
	ii.
	iii.
	iv.
	v.
b. Describe exporting frequency; difficulties or barriers encountered;	
c. Inquiries from websites or trade shows indicate interest in product or service? Describe Yes <input type="checkbox"/> No <input type="checkbox"/>	
d. Describe specific interest in new potential markets, specifying market priorities:	
e. Internal/external market conditions causing demand to increase or decrease?	
f. Who are company's competitors (global markets and market share)?	

III. MAKING THE SALE: MARKETING PLANS
1. How and to whom are the products or services sold (advertising and promotion)?
a. Describe sales/distribution methods; marketing channels:
b. Describe company's domestic target markets and customers, including geographic and demographic characteristics.

c. What were the key results/ conclusions of any market research done?	
2. Which products and/or services demonstrate the greatest domestic and/or international success? What are the respective market shares?	
3. What are the company's plans/budget for meeting international marketing goals?	
a. Company interested in identifying potential representatives, distributors or partners? Yes <input type="checkbox"/> No <input type="checkbox"/>	
b. What domestic and/or international trade shows does the company now attend? List;	i.
	ii.
	iii.
	iv.
	v.
c. Company interest in participating in targeted trade shows or missions to find appropriate reps or distributors? Yes <input type="checkbox"/> No <input type="checkbox"/>	
IV. CLOSING THE DEAL: SALES LOGISTICS	
1. How does the firm respond to inquiries?	
How soon?	
Who responds?	
What languages?	
Sample sent?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Export price list?	Yes <input type="checkbox"/> No <input type="checkbox"/>
2. Has the company considered financing, and are its bankers willing and able to consult on foreign sales collections, etc? Yes <input type="checkbox"/> No <input type="checkbox"/> Preferred payment methods: _____	
3. How are products shipped internationally?	
Special requirements? _____	
4. Does the company have appropriate legal advice for international transactions? Yes <input type="checkbox"/> No <input type="checkbox"/>	
5. What package or ingredient changes are needed for export? Translations/adaptations?	

6. Has promotional information on products/services been translated into the language of the targeted market(s)?	Yes <input type="checkbox"/> No <input type="checkbox"/>
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V. PROVIDING ASSISTANCE: ACTION PLAN <i>TO BE COMPLETED BY ESD</i>
1.
a. Targeted markets:
b. Trade leads:
c. Sales/Distribution channels:
d. Logistics/Shipment
e. Trade Finance:
f. Export education/training:
g. Other:
2. Referrals made to:
3. Company qualified for program assistance:
4. Company recruited for trade show/mission/event:
5. Additional non-trade-related technical assistance needed:
6. Company not interested in exporting at this time. Reason: