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Question No.	Page (including the RFQ cover page)	Topic	Specific Question/Inquiry	State's Responses
1			How many agencies received the RFP?	The RFP is open to any and all potential vendors via the posting on the IDDC website.
2	4	RFP Timeline	How many agencies will be invited to pitch?	No decision has been made on how any agencies will be invited to oral presentations.
3			Are all of the agencies located within Indiana?	The RFP is open to any and all potential vendors, regardless of vendor geographical location, via the posting on the IDDC website.
4	pp. 8-9	Qualifications Coversheet	Are we required to submit Section B: Qualifications Coversheet as the actual coversheet of our 20-page PDF RFP response?	Forms required in RFP response are not part of the 20-page limit.
5	9	Certification of Respondent	Are we required to submit Section 4: Certification of Respondent as part of our 20-page PDF RFP response?	Forms required in RFP response are not part of the 20-page limit.
6	pp. 10-11	Exhibit A	Exhibit A: is this truly a "sample" or are we required to address each of these tactics/deliverables in our RFP response in some way, including the management of the various website properties listed?	Exhibit A provides details of the expected scope of work for this contract.
7	2		Attracing businesses is noted on Page 2, Number 2, but it is not listed as a priority for this project. Are we to assume that it is not a priority or is being covered by a different project or entity (IEDC)?	Attracting businesses is not a primary objective of the IDDC.
8	Appendix 1		Are the priorities in the strategic plan listed in order of priority? If not, is there a priority?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
9			Is the primary research conducted sufficient or did the results and insights lead to the need for additional research studies?	While the IDDC is open to additional or supplemental research proposals, we believe adequate data exists to execute the strategic plan.
10			Without reviewing the existing/new primary research, we know that inclusivity and diversity is important for this project, and the State of Indiana as a whole, is it the goal to have this project change people's perceptions?	Improving the state's image is a primary objective for the IDDC.
11			We know Indiana has a way to go as it relates to inclusivity and diversity, how will the research conducted and the current audience perception steer the communication strategy of this project? If research comes back and we know we don't have a right to win for inclusivity, would it still be part of this project's role to address this as part of the communication strategy?	We look forward to proposals on how to improve the state's image for inclusivity and diversity.
12			Are there particular industries that the IDDC hopes to promote more in an effort to attract that talent?	The IDDC wants to grow the talent pool for a wide range of industries.
13			What are 3-5 emotions that you hope the brand creates?	We look forward to bidder proposals on this topic.
14			What is a popular brand that you think does a good job expressing their values in a high-performing and successful way.	We look forward to bidder proposals on this topic.
15			From a talent attraction, and retention perspective, what does the State of Indiana have that is unique and can be "owned" from an external communication standpoint?	We look forward to bidder proposals on this topic.
16			Is there a logo/mark being developed for the IN (with the map) brand?	We look forward to bidder proposals on this topic.
17			What state or region-level work does the IDDC see as successful? Unsuccessful? Competing?	We look forward to bidder proposals on this topic.
18			If there is a compelling reason, would you want alternatives to the "Living IN" messaging?	We look forward to bidder proposals on this topic.
19	Appendix 2, Page 3		Appendix B contains a list of potential campaign ideas (page 3). Are you expecting that this work would use these pre-existing ideas or are these just suggestions?	We look forward to bidder proposals on this topic.
20			Are there other state brands that this creative would need to work with? (i.e. Indiana, A State that works)	No
21			Has any previous marketing been done that we need to consider or include?	No - see Hoosiers by Choice (#22)

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22			Who has created the "Hoosiers By Choice" campaign? Is that to be continued in this work?	IDDC created Hoosiers by Choice and we expect it to continue.
23			How will success be measured for this project?	Metrics are being developed for each Strategic Plan Priority.
24			Are there existing partnerships that the IDDC has that we need to be aware of and/or work with?	No
25			Are there preferred partners we need to be aware of?	No
26			What roles make up the internal IDDC? If it saves cost/is more efficient, should we consider internal team member involvement?	IDDC staff will manage the agency as it performs the scope of work.
27			If there was an internal role that would save IDDC cost and allow the marketing partner to focus on more results-oriented initiatives, would you like to see those recommendations?	We look forward to bidder proposals on this topic.
28			Are there educational partners that need to be included?	No
29			If awarded the contract, what will project-level approval look like?	A project approval process will be developed with the winning bidder.
30			Is there a typical number of revisions you would expect with each project?	A project approval process will be developed with the winning bidder.
31			What role will the IDDC take in order to facilitate gathering additional input from stakeholders through the brand development stage? Specifically to review proposed campaign concepts and provide comments and further insight. Examples of IDDC leadership in this regard might include: Identification of stakeholders for review of campaign; Facilitate meetings: Schedule, invitations, hosting, recording of sessions. Examples of stakeholders: Governmental, Regional Economic development entities, DMO's, Corporate, Entertainment and recreational providers, Higher ed, Non-profit , Other Associations.	IDDC will support the agency of record for these activities.
32			Does the IDDC require external audience insights and perception (ex: surveys, or online panels) to proposed campaign concepts prior to media activation in a similar way to surveys conducted by Longwoods in 2020?	We look forward to bidder proposals on this topic.
33			Other than posting on a central State website, what role will the IDDC play in the distribution of campaign messaging and content to various internal stakeholders and collaborative partners?	We look forward to bidder proposals on this topic.
34	2	Scope of this Request	What states or locales does IDDC view as best-in-class current examples of "effective, consistent messaging about all the state has to offer as a place to live, work, play, study and stay?	We look forward to bidder proposals on this topic.
35			What measurement apparatus or quantitative tools are in place to monitor progress against the four objectives of the IDDC Strategic Plan? How does IDDC envision the winning bidder integrating with, defining or supporting that measurement system?	Metrics are being developed for each Strategic Plan Priority.
36	2	Scope of this Request	How can the winning bidder best support the IDDC's effort to "seek input, participation and support from the state's corporations, universities, attractions, foundations as well as local business and tourism organizations?	We look forward to bidder proposals on this topic.
37	Appendix 1, Page 31		Can the IDDC make available two of the appendices of the Strategic Plan to support the work of bidders responding to this RFP: "50 State-level tourism structures" and "Attractor Scale"?	We do not believe these are required for your response.
38			The RFP states that the content of the proposal is owned by the IDDC, but will all submissions be shared with the winner?	No.
39			Have the IDDC's research efforts identified a prioritization of the stated goals (attract and convert visitors, attract talent, retain college graduates and instill pride in Indiana residents)? If so, can that data be made available?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
40			How is the IDDC defining a visitor conversion?	A visitor who subsequently makes a more permanent connection with the state, including moving to or buying property in Indiana.
41			How will KPI's and performance expectations be calibrated to the provided budget? (considering the investments made by surrounding states are significantly higher)	Metrics are being developed for each Strategic Plan Priority.
42	Appendix 3		What data from the Longwoods research does IDDC see as the biggest hindrance to developing a successful campaign?	Additional information will be provided to the winning bidder.

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43			What metrics, research and/or data will be used to identify the executed campaign as successful?	Metrics are being developed for each Strategic Plan Priority.
44			What marketing strategies and tactics has IDDC found – whether through Indiana or other States' experiences - as successful in attracting talent, attracting and converting visitors and/or retaining college graduates?	We look forward to bidder proposals on this topic.
45	Appendix 2	Potential Campaign Ideas	Is IDDC expecting sample creative for the "potential campaign ideas" in the Living IN website white paper as well as for other ideas that support our proposed strategy?	See Section 2, number 6 "Marketing Plan" for details on the sample creative required.
46			If a bidding agency is not part of the State's media buying QPA, will this bidder be negatively scored?	No.
47			Will the work developed in the campaign being requested connect to, or extend, the current "Hoosiers By Choice" campaign?	Yes.
48			Can you identify the marketing agency that produced the "Hoosiers By Choice" campaign?	Created by IDDC.
49			Can you identify participants on the RFP review committee, or describe the professional areas that will be represented on the committee?	No decisions have been made at this time regarding the review committee.
50			What are the KPIs for the $500k digital media plan?	Metrics are being developed for each Strategic Plan Priority.
51			There are many audiences and messages that will need to be covered in this campaign. Are there any priorities, or a rank order of priorities? Attract students? Attract talent? Retain college graduates? Instill pride in Indiana residents?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
52	Appendix 3		The Longwoods International Fall 2020 Recruiter Interviews indicated that recruiters would capitalize on the new "work from home" phenomenon presumably when recruiting talent from outside of the State, allowing talent to live outside of Indiana while working for a company in Indiana. How is this talent recruitment viewed by IDDC vs. traditional talent recruitment where individuals and families would move to Indiana?	The goal is to attract talent to live in Indiana.
53			Will IDDC have access to other State of Indiana (i.e. tourism) and/or Destination Marketing Organization stakeholder's first-party consumer data, lists, etc?	The IDDC has access to state data.
54			What CRM platform are you currently using?	Custom built CRM.
55	3	Scope of Services	In addition to what is laid out in the "Required Bidder Responses" section, the RFP references that "this assignment will require the development of strategies to enlist corporate partnerships and others to join the IDDC to promote the Indiana marketing message." Where does this fit into the bidder responses and how much weight does it carry in the selection process?	See Section 2, number 4 "Partnership Strategy Experience" in the RFP.
56			Has IDDC already identified a pool of prospective corporate partners? If so, can you identify them?	We look forward to suggested partners for IDDC.
57	5	Required Bidder Responses	For which websites will the selected agency be creating proposed messaging (we note visitindiana.com as one listed for scope of services #3, but in 2.6 Marketing Plan it lists websites plural)?	VisitIndiana.com and the new talent attraction website built by the winning bidder.
58			Are there certain fields of talent (e.g. tech, healthcare, manufacturing, etc.) you're hoping to attract versus others? Or, would that vary by region?	The IDDC wants to grow the talent pool for a wide range of industries.
59			Could you please describe the IDDC's current email program? Is this different from the digital newsletter mentioned?	We look forward to bidder proposals on this topic.
60	5	Required Bidder Responses	Could you please explain how the $1.7M budget split was determined, i.e., media vs agency fees?	Additional information will be provided to the winning bidder.
61	10	Exhibit A	It was mentioned that a goal is to maximize IDDC's effort to increase earned revenue through cooperative advertising, partnerships and/or sponsorships. Are the cooperative advertising partnerships and/or sponsorships part of the budget, or are these items that IDDC is developing and we would be promoting? Is one of IDDC's goals to raise dollars for a "co-op" funded program?	We look forward to bidder proposals on this topic.

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62			Could IDDC supply a comprehensive list of all Indiana destinations, universities, realtor entities, corporations, etc which help define the IDDC partners/stakeholders? Have all of these partners identified by IDDC been engaged and are they in agreement with the direction, i.e., Indiana Universities, DMOs, etc.?	Additional information will be provided to the winning bidder.
63			How much of the focus is Tourism (visits to Indiana) vs Residence Increase? How much of the message should be divided between Tourism and Selling Indiana as a great place to live?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
64			The top states of Indiana travelers are Indiana, Illinois, Ohio, Michigan and Kentucky. Can you prioritize these markets? Please confirm "targeted markets."	Additional information will be provided to the winning bidder.
65			What % of Indiana university/college graduates remain to reside in Indiana? Has this % fluctuated or is it consistent over several decades?	Additional information will be provided to the winning bidder.
66	Appendix 1, Page 7		In the IDDC Strategic Plan, page 6, it indicates "THE GOAL IS NOT TO CREATE A BRAND FOR INDIANA -- THAT ALREADY EXISTS." Can you please describe and provide more details of that existing brand?	Additional information will be provided to the winning bidder.
67			Outside of the shape of the state of Indiana and 'IN', are there any existing Indiana branding elements that should be used in our proposed messaging and creative concepts?	No.
68			Digital advertising is specifically mentioned. Should traditional media advertising be considered or is this digital only?	This RFP presumes digital-only paid advertising, but we are open to bidder proposals on this topic.
69			Will the new 'Living IN' website serve as a hub for the 5 other IDDC websites?	We look forward to bidder proposals on this topic.
70			Has a technical scope been developed, i.e., Content Management System, targeted accessibility compliance level (WCAG, Section 508, etc), security requirements, etc?	Additional information will be provided to the winning bidder.
71	10	Exhibit A	Could you please outline the "pass thru contracting of services to support the IDDC websites functionality"?	Pass thrus include necessary vendor services not provided by the agency of record.
72			The new Hoosiers by Choice campaign launches this spring, how does this affect the new efforts for this RFP? Will the Hoosiers by Choice website be incorporated into the new site?	We look forward to bidder proposals on this topic.
73			What would the agency's role be for each of the following practice areas? Would the agency be the primary executor of these tasks, or will a state entity such as IOT be primary in any practice area? (Content development; website design; coding/development; hosting and technical maintenance; ongoing SEO).	See the RFP and Exhibit A of the RFP for the proposed scope of work.
74			How will the campaign be measured? Ad performance? Increase in Indiana residents? Post-campaign research?	Metrics are being developed for each Strategic Plan Priority.
75			Will the IDDC be the managers and providers of all government, business, education partnerships that need to be represented on the website, or is the developer responsible for gathering that information?	We look forward to bidder proposals on this topic.
76			Who will be expected to develop the more technical content (deeper than marketing messages) for the website, the IDDC, or the developer?	See the RFP and Exhibit A of the RFP for proposed scoped.
77			Would you like to see information concerning website hosting and maintenance?	Yes. The website is hosted by the state however the content and maintenance will be provided by the agency of record.
78			Are there any integrations (ie Salesforce or others) or other functionality requirements we need to consider for the website? If Salesforce or other marketing automation integration is required, does the cost of the software come from this budget or another?	Not at this time.
79			What paid advertising are you currently using? Any Google or Facebook Ads?	Additional information will be provided to the winning bidder.
80			Do we have access to an existing photography and videography library?	Yes.

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81			Does this budget include any traditional media spend or ad buys?	This RFP presumes digital-only paid advertising, but we are open to bidder proposals on this topic.
82			Does this budget include any digital media spend or ad buys?	This RFP presumes digital-only paid advertising, but we are open to bidder proposals on this topic.
83			What are the current budgets for traditional and digital media spends/ad buys?	Additional information will be provided to the winning bidder.
84	6	RFP Submission Items	Are subcontractors (M/W/XBE) required?	Encouraged but not required.
85			What metrics will be used to determine if the agency is successful in achieving successful outcomes?	Metrics are being developed for each Strategic Plan Priority.
86	11	Exhibit A	The RFP directs the agency to use XBE partners as a "FIRST" option, but does not specify a percentage quota. For example. Vets-5%, etc… Are there set percentage quotas for the contract?	No.
87			Can I have access to any State -paid-for studies that show where people that move to Indiana are moving from?	Additional information will be provided to the winning bidder.
88			This RFP mentions ONLY digital advertising. Please confirm traditional advertising is off the table.	This RFP presumes digital-only paid advertising, but we are open to bidder proposals on this topic.
89			Do you have tracking solutions already in place for advertisers (as it relates to their web properties) or would this be something new that the agency would develop?	No but we look forward to bidder proposals on this topic.
90	10	Exhibit A	What does the RFP mean by 'formatted database' in regards to the agency maintaining it.	Additional information will be provided to the winning bidder.
91	Appendix 1		On page 16 of the strategic plan, it looks like the visitor target audience is prioritized and is expected to have a 'Halo Effect' toward other efforts. Is it accurate to assume the $500 media spend should focus on the visitor audience?	We look forward to bidder proposals on this topic.
92	Appendix 1		Throughout the strategic plan there are short term, medium term and long term milestone action items. What does IDDC consider short, medium and long term in regards to timing?	Additional information will be provided to the winning bidder.
93	Appendix 1		Will IDDC use the agency for each element listed in the strategic plan or are there certain items that will be covered with internal resources only?	See the RFP and Exhibit A of the RFP for proposed scope of work.
94	Appendix 3		The visitor study profile mentioned IN, IL, OH, MI and KY as top origin states of IN travelers but then later in the Image Study mentioned Chicago, St Louis, Cincinnati, Louisville and Indianapolis as Indiana's primary advertising markets. These don't 100% align with the previous mentioned states. Would you please clarify the target visitor geographies?	Additional information will be provided to the winning bidder.
95			How will you measure campaign success?	Metrics are being developed for each Strategic Plan Priority.
96			Will the winning agency have ability to work with IDDC to implement needed digital tracking for back end attribution, e.g. "Back-end access"?	We look forward to bidder proposals on this topic.
97			Will this contract include the VisitIN print guide? It does not seem to be mentioned in the RFP.	No.
98			Does IDDC want the agency to work with Delivera (your incumbent) for email marketing, or are you open to other providers?	Open.
99			As a follow-up, does IDDC have other incumbent vendors/partnerships that the agency should expect to work with?	No.
100	10	Exhibit A	The RFP anticipates the agency helping drive an increase in earned revenue through 3rd party advertising. This would be a 5th strategic message. How will success be measured in this case? Gross ad revenue? Number of advertising partners? AGI?	We look forward to bidder proposals on this topic.
101	5	Required Bidder Responses	The RFP mentions an assumed budget of $1.2 million for agency services, and $500,000 for advertising. Can you explain how you reached that budget balance? Is there any flexibility in the ratios?	$1.2 million per year is the maximum for agency services.
102			Has IDDC established primary goals for social media channels? Building awareness vs engagement, website traffic, etc.	Metrics are being developed for each Strategic Plan Priority.
103			Does IDDC have social media strategies for its existing social channels?	Additional information will be provided to the winning bidder.

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104			Does IDDC currently use any third-party platforms to manage its social channels? Hubspot, Sprout Social, etc.	Yes.
105			Has IDDC developed a comprehensive list of organizations who could serve as potential partners to help drive its goals on social media?	Additional information will be provided to the winning bidder.
106	5	Required Bidder Responses	The RFP includes a line about messaging development for social media. Would the agency also be responsible for posting, managing and/or monitoring engagement on relevant social channels, or would those tasks be handled internally by IDDC?	IDDC manages organic social media internally.
107			Previous media buy work we have done with IEDC has included a Media Authorization letter from a lawyer that stands as our green light to invoice for that spend - will that be how approval to invoice is handled with IDDC as well? Will that payment follow the same 35 day timeline laid out for invoices in the RFP?	Additional information will be provided to the winning bidder.
108	5	Required Bidder Responses	How does the noted $500,000 allocation for external digital advertising compare to previous advertising budgets by IOTD, IEDC, or other relevant state-level initiatives? What markets have previously been invested in and will analytics of those advertising campaigns be available to the contracted agency?	Additional information will be provided to the winning bidder.
109			What will be measured? What are the KPIs? What is expected by the end of year 1? Year 2?	Metrics are being developed for each Strategic Plan Priority.
110			What is the IDDC organization structure and capacity/expectation to assist in executing recommended strategies? (You mention 8 staff, with potentially a staff lead for each prong - tourism, talent, education) Additionally, is there a preferred feedback and approval process in terms of expected rounds of feedback and how hierarchical the process will be as ideas are pitched and creative is developed? Will the decision makers be involved from the beginning or brought in towards the end?	Additional information will be provided to the winning bidder.
111			Based on all of the pre work the selected vendor will receive that includes a lot of market research, do you anticipate any additional market research will be required or should we just be developing strategy and creative based on the work-product we receive?	While the IDDC is open to additional research proposals, we believe adequate data exists to execute the strategic plan.
112			How many rounds of testing would the IDDC prefer we build into the development strategy to test the final messaging and creative for the campaign before it hits the public?	We look forward to bidder proposals on this topic.
113			Will the talent website live inside or outside the in.gov URL structure?	Talent website will be on the state server but the URL is TBD.
114	3	RFP Timeline	Can you confirm that the requested scope of work documents we need to supply with recommendations can be submitted as Appendices that do not count toward the 20 page proposal max?	The twenty page limits includes everything except the forms provided in the RFP.
115	7	Format for Submission, Mailing Instructions and Due Date	Do you only want proposals submitted electronically or should we be prepared to deliver hard copies as well. If so, how many copies?	Per the RFP, "Respondent's proposal must be submitted via email. All documents must be submitted in PDF only. "
116			Is there a desire to build consistency with other state campaigns (i.e. desire to use the same color palette as Next Level Indiana)?	We look forward to bidder proposals on this topic.
117			Will the selected vendor have access to all existing visual assets once selected to ensure quick and efficient auditing can happen before we get too far into creative development? Will all of those assets come with appropriate media releases and usage guidelines?	Yes.
118			Will everything need to be approved by the Governor's Office as a final approval step? If so, at what point will they be brought into the process? If so, will it be the Governor approving or his Comms team?	Additional information will be provided to the winning bidder.
119			Is there an RFP number that needs to be referenced in our response?	No specific RFP identifier number - please just make it clear as to which RFP you are responding to.
120			What is the file size limit imposed by your email system on RFP submissions, if any?	10MB; or sharefile/dropbox links applicable via email

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121	6	RFP Submission Items	Will scores be weighted based on respondent inclusion of WBE, MBE and IVOSB commitments for outsourcing? If so, could you please provide details on how that weighting will work?	No.
122			Thank you for providing specific objectives that should be achieved through Indiana's new brand platform and resulting campaigns. Are there specific KPIs that have been defined and should be measured and reported on as a part of this recommended plan?	Metrics are being developed for each Strategic Plan Priority.
123	5	Required Bidder Responses	Are there any existing cost commitments that need to be included/accounted for in the budget proposal?	Additional information will be provided to the winning bidder.
124	5	Required Bidder Responses	The marketing plan requested does not specifically target the goal of enlisting corporate partners and others to join the IDDC. Are those activities part of the $1.7 million? If so, how much budget should be set aside for those activities?	We look forward to bidder proposals on this topic.
125	5	Required Bidder Responses	Does the $500 thousand include all tourism/visitor attraction paid advertising that we might recommend? If not, what is that additional budget?	The paid media budget could be increased as long as the total budget per year does not exceed $1.7 million.
126	5	Required Bidder Responses	Is the paid media budget limited to $500 thousand per year or can that be increased, provided we stay within the total $1.7 million budget?	The paid media budget could be increased as long as the total budget per year does not exceed $1.7 million.
127	5	Required Bidder Responses	In the past, the tourism-specific advertising budget has been expanded through paid-partnership revenue, and expenses were budgeted to cover that production. Should these types of activities be included in the recommendations and proposed budgets?	We look forward to bidder proposals on this topic.
128			Are the IDDC primary objectives of attracting talent, retaining college students after graduation, attracting visitors, and converting visitors to residents equal in priority in regards to the allocation of media budget in these first two years, or is there a hierarchy? If so, which are most important?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
129			There are several mentions of digital advertising mediums, but no mention of traditional media. Are there any limitations on the types of media that should be proposed?	This RFP presumes digital-only paid advertising, but we are open to bidder proposals on this topic.
130			Do you have any geographic parameters in mind or markets outside of the state that are of higher importance?	We look forward to bidder proposals on this topic.
131			Do you have specific measurable goals you are hoping to achieve with digital media? If so, what are they?	Metrics are being developed for each Strategic Plan Priority.
132			Are there any technical requirements for the website?	Additional information will be provided to the winning bidder.
133			Do you have personas/profiles for each of the audiences the website will serve (talent, students, businesses, visitors, residents)?	Additional information will be provided to the winning bidder.
134			What measurable goals are you hoping to achieve with the website? What KPIs need to be tracked?	We look forward to bidder proposals on this topic.
135	Appendix 2, Page 3	Potential Campaign Ideas	Which of the campaign ideas on p.3 of the white paper are approved and moving forward and which are only proposed ideas at this time?	Additional information will be provided to the winning bidder.
136	5	Required Bidder Responses	Will development of the campaign content (video, ad creative, paid placements) come out of a separate promotional budget for each campaign, or do all future campaigns need to be executed within the annual budget for Indiana branding ($1.7 million including $500 thousand for paid advertising)?	$1.7 million per year is the total budget for this scope of work.
137			The RFP contains specific direction for logo marks. Would replacing the existing Visit Indiana logo be part of this scope of work?	We look forward to bidder proposals on this topic.
138			We understand the winning bidder will be provided the full results of the research outlined in Part 2, Section 1. Would you consider releasing some or all of that now to RFP respondents if they are willing to sign a non-disclosure agreement? This would allow the respondents to develop the best, most insightful recommendations based on the extensive research you have done.	We believe Appendix 3, IDDC Research Findings is adequate for response to this RFP.

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139			If not, can you share any additional insights from the research related to messaging specifically? For example, the RFP states that the recruiter reviews uncovered "the messaging and support they need to increase Indiana's economic development and attract more opportunities to the state." What were the findings specifically?	Additional information will be provided to the winning bidder.
140			What branding elements must be carried over to this marketing initiative? (e.g., color palette, fonts, graphic elements, etc.)	We look forward to bidder proposals on this topic.
141			With regards to creative work, should any consideration be made for COVID-19? (e.g., should individuals in photos wear masks?)	We look forward to bidder proposals on this topic.
142			Among the information provided to the winning bidder, does the research include segmentation and psychographic studies by target audience?	Additional information will be provided to the winning bidder.
143			What will the connection to mission-adjacent agencies such as IEDC or the Department of Workforce Development be when the campaign launches?	Additional information will be provided to the winning bidder.
144			Any campaigns or logos this will replace?	Additional information will be provided to the winning bidder.
145			For the website build, should the focus be solely on talent and retention efforts as stated by the RFP?	Yes.
146	3	Scope of this Request	The Mission Statement states, "to stimulate investment in the state." How will this be observed and measured?	Additional information will be provided to the winning bidder.
147			What percentage of the campaign should be designed to support like-minded agency initiatives vs. serving the IDDC's mission?	The campaign should achieve the priorities in the IDDC Strategic Plan.
148			How would the IDDC prioritize the target audience segments?	The five priorities listed in the strategic plan are equally important to the IDDC. However the development priority (Formulate Destination Asset Development Strategy) likely will be the last to be implemented.
149			How does the IDDC define short-term success of this marketing effort? And long-term?	Metrics are being developed for each Strategic Plan Priority.