



Office of the Vice President  
and Chief Financial Officer  
Procurement Services  
<https://procurement.ufl.edu/>

971 Elmore Drive  
PO Box 115250  
Gainesville, FL 32611-5250  
(352) 392-1331 Fax 352-392-8837

July 15, 2019

**ADDENDUM #1** to the University of Florida ITN20NH-100 Brand and Position Strategy Consultants scheduled to be opened on **July 26, 2019 3:00 PM** at the University of Florida, Elmore Hall Conference Room, Radio Road, Gainesville, Florida.

This addendum shall be considered part of the Contract Documents for the above mentioned **ITN20NH-100** as though it had been issued at the same time and incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original document, this addendum shall govern and take precedence. All other terms, conditions, and regulations will apply.

**This addendum consists of:**

1. Responses to technical questions and inquires submitted prior to July 9, 2019.
2. Change in number of responses required -
  - 1 (one) original hardcopy
  - 11 (eleven) additional hardcopies (CHANGE FROM ORIGINAL ITN REQUEST)
  - 1 electronic copy (in any commonly readable format, preferably word, excel or .pdf format)

Sincerely,

Nicola Heredia, Director  
Procurement Services

**Please acknowledge receipt of Addendum #1 by signing below, and returning this addendum with your proposal. Failure to include addendum with your proposal may result in rejection.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Company Address

\_\_\_\_\_  
City/State/Zip

### **Timing:**

- Q. Why is now the time to embark on this branding initiative? What are the biggest challenges with your current brand/brand positioning?
- Q. Since UF is the Flagship University in our State, why at this time are you doing this new strategy for positioning and branding? Are there specific imaging activities that you want done that have not been done in the past and if so what are they? In other words, what is the background for your issuing this new RFP?

ANSWER: The current brand positioning has been in market for more than five years and as UF is on a mission to "Rise to Five" in the rankings, it is time to re-evaluate the image and perception of the institution to serve as the foundation for a new strategic positioning platform that aligns with the university's culture and aspirations.

### **Sample Set**

- Q. Does the University maintain a contact database for the external audiences listed in the ITN (e.g., peers, prospective students, influencers, etc.), or is the intention to recruit these respondents from a commercial panel?

ANSWER: The University does not maintain a database of external audiences so respondents would need to be recruited.

- Q. If the University maintains a contact database of peers, is it broadly representative of USNWR raters?

ANSWER: The University does not maintain a database of peers, so respondents would need to be recruited.

- Q. ITN section 1.2: From the list below, will you please note for which audiences UF will be providing the sample versus the vendor?

ANSWER:

- a. Peers - Vendor
- b. Prospective students - Vendor
- c. Influencers – Vendor
- d. UF Stakeholders - UF

### **Audiences**

- Q. How is the audience of "influencers" (p.6) defined? Does the University maintain contact lists for these individuals?
- Q. Influencers - are there individuals outside the university operations whose opinions and perceptions are critical to the university? Can you give us some indication of who those may be in

Responses to questions submitted for UF's ITN Florida ITN20NH-128 Brand and Positioning Strategy Consultants

industry, academia, government, ranking organizations? Would you be able to introduce us to them and provide contact information?

ANSWER: Influencers are internal and external stakeholders, peer institutions, foundations, funding agencies, and/or other organizations that impact a university's reputation. See answers to previous questions. The university will also look to the firm for recommendations. The specific list would be ultimately determined by UF and the agency awarded the solicitation.

Q. Can you please define the competitive set of peer institutions referenced on page 6 of the RFP?

ANSWER: Top 10 public universities

Q. In some instances, the ITN references "peer institutions" and also "Top-10 public universities." Should these be considered one and the same?

ANSWER: Yes.

Q. ITN section 1.2: "It is expected that the firm will conduct and analyze market research with key audience segments (to include but not be limited to peers, alumni, current and prospective students, faculty, staff, board of trustees, donors, influencers)." How do you define "peers" and "influencers"?

ANSWER: See above.

### **Methodology**

- Q. Personal interviews - with your leaders and those most familiar with the university's issues, needs and aspirations play a critical role in our understanding for this project. How many leaders and key members of the university will it be necessary for us to personally interview to understand the relevant issues and to create a sense of appropriate inclusion?
- Q. Stakeholders – how many stakeholders does the university expect will need to participate in the review of research findings, alternatives positioning strategies, audience messaging and creative platforms? How many stakeholders does the university anticipate will need to take part in rollout and training?

ANSWER: Getting stakeholder input and involvement is foundational to the success of strategy determination and related implementation initiatives. Stakeholders include university community members inclusive of board of trustees, leadership, faculty, students, staff, alumni and donors. With that said, we would also look to the agency to provide recommendations based on experience working for institutions the size and scope of UF.

- Q. Item 7 in the scope of work (p.7) seeks guidance on how to incorporate stakeholder feedback into the concept/big idea. Is the expectation that this will include additional quantitative research, qualitative, or both?

Responses to questions submitted for UF's ITN Florida ITN20NH-128 Brand and Positioning Strategy Consultants

ANSWER: The university will look for the firm's recommendations.

- Q. Affinity groups - Are there some interviews that could be held with groups of 8-10 people who share similar interests? We're thinking students, grad students, alumni, other supporters.
- Q. Is the University open to alternate approaches to conducting research on peers and influencers?
- Q. ITN section 1.2: The success of a branding effort can be measured using different methods depending on the intended outcome. Are you looking for quantitative methods to measure success, or are you open to other methods?

ANSWER: The University is open to alternate and innovative approaches to conducting research. Please be sure to note the methodology in the proposal.

- Q. Does the research scope include predictive modeling or advanced analytics techniques to segment respondents, and/or identify factors that drive academic reputation?

ANSWER: We would look to the vendor to determine the methodology based on experience working for similar clients.

## Project timeline

- Q. ITN section 4.1.1: Has your team set a general timeline for beginning and completing this work?

ANSWER: The research must be completed before the end of the calendar year.

- Q. What is the timeline after the opening date of July 26?
  - a. When will in-person presentations be held?
  - b. When will vendor(s) be awarded?

ANSWER: It is anticipated that presentations will be held sometime after 7/26, with final selection and award to be made shortly after those presentations.

## Benchmarks

- Q. ITN section 1.1: Are you looking to measure changes in benchmark metrics from the 2016 quantitative brand study noted in section 1.1?
- Q. Will any past research be used as a benchmark?
- Q. Will you please provide the historical branding research?

ANSWER: The university will provide the incumbent firm with historical research tools and results. It is expected that the firm will determine the applicability of previous research to the methodology and results of this current initiative.

- Q. Research - will the University make the benchmark research conducted in 2016 available to the winning bidder? Will the university expect to repeat the methodology and key areas of inquiry from that benchmark, or will it be open to different approaches?

ANSWER: The University will look to the incumbent firm to provide recommendations.

## Markets

- Q. ITN section 1.2: We read, "The study will be expected to provide insights regarding current awareness and perceptions of UF statewide and nationally among key audience segments and provide a competitive analysis of UF compared to top-10 public universities." Later in section 1.2, we read, "Ascertain the university's current brand position(s) in all relevant markets (locally, nationally, and internationally)." Understanding that references to "local," "statewide," "national" and "international" are extraordinarily consequential in terms of designing a market research approach and projecting fee estimates, please clarify in as much definitive detail as possible the intended market research audiences for this effort.

ANSWER: Please see section 1.2. While the university is especially interested in the views of state and nation-based audiences, all markets indicated should be reflected in the research to determine an assessment of the university's current position.

## Branding and brand strategy

- Q. ITN section 1.2: Do you wish to assess/evaluate the *current* visual brand through quantitative or qualitative research?

ANSWER: The university will look the firm for recommendations commensurate with the goals stated in this ITN.

- Q. ITN section 1.2: Aside from research driving the overall brand strategy, are there any other important outcomes or insights you wish to gain?

ANSWER: This data will be used as benchmarks to gauge progress against stated goals.

## Budget

- Q. Is there a target budget or ceiling for this work that University of Florida can share?  
Q. Is there a target budget or ceiling for this work that University of Florida can share?  
Q. What is the range of cost for this RFP, i.e. can you provide at least a maximum or minimum amount that you expect these RFPs to come in at.

ANSWER: For the research component, we anticipate the range to be between \$100,000 – \$300,000.

- Q. Please provide a budget breakdown for this initiative—including media, production, agency fees, etc.

ANSWER: The focus of this ITN is to conduct research and use this data to determine the brand and positioning platform. Creative assets as recommended to illustrate the platform should be

## Responses to questions submitted for UF's ITN Florida ITN20NH-128 Brand and Positioning Strategy Consultants

included in the response. The university does not expect this ITN's incumbent firm to lead out subsequent creative production or media costs.

### **Creative**

- Q. Do you anticipate expanding this work to include ongoing execution of creative or is the plan to hand over the initial creative so it can be developed internally?
- Q. Visual assets / Implementation assets: What deliverables is the university seeking under the headers of "visual assets" and "implementation assets?"
- Q. Concept application: Is the assumption that this phase will include prototypes of selected media, or finished pieces? Approximately how many applications are desired?

ANSWER: See previous answer

- Q. "Gator Good" has been the brand expression for the University. Are you looking to change that direction or to build upon this work?

ANSWER: It is expected that the incumbent firm will make recommendations on future direction.

### **Evaluation criteria and metrics for success**

- Q. Beyond the goals outlined in the RFP, what specific, measurable success criteria are outlined for this initiative? Please provide all key metrics/benchmarks for consideration.

ANSWER: Success will be measured on goals stated in this ITN.

- Q. Will the Evaluation Criteria (p.9) be weighted in a specific way that agencies should be aware/mindful of?

ANSWER: As stated in section 2.1 (page 8), the responses will be evaluated according to the evaluation criteria listed.

### **Contracting**

- Q. The ITN states the "University intends to contract with one or more vendors." Will vendors be considered if they only respond to research and/or the creative portions of the ITN?

ANSWER: As part of the solicitation process, the University will only be able to contract with agencies that have responded to the ITN or are already approved as Lot 1 or Lot 2 vendors as awarded by ITN17NH-120 Branding, Advertising and Marketing.

### **Agency of record**

- Q. The ITN states that this is a two-year contract. Is it intended to replace the current AOR, as that contract is at the beginning of year three of a four-year contract?

## Responses to questions submitted for UF's ITN Florida ITN20NH-128 Brand and Positioning Strategy Consultants

ANSWER: This is not intended to replace the current AOR.

- Q. Is there an incumbent involved in the invitation to negotiate? Have you had an incumbent agency who has already done this positioning and branding for you in the past and are they located in Florida? Can you please share who your agency of record is?

ANSWER: The Lot 1 agency of record is 160over90. All agencies are invited to negotiate in the process.

- Q. Was UF pleased with the last PR firm that provided this type of PR service outlined in your RFP to UF (I assume that you have done this communications in the past with another agency)? If not what were the types of tasks that UF felt were missing from the past exercise with this effort?

ANSWER: The University conducted a research study in 2016 that resulted in its current brand and positioning platform.

### Agency Location

- Q. Since our agency does not have an office in Florida, would that make a difference in the selection process?
- Q. Is your office willing to select a new PR firm with an international reputation or are you looking for a firm that is innately geared to Florida and all or at least most of their experience has been in Florida?
- Q. If we work with a partner that is headquartered in Florida, would that make our proposal more acceptable or can our international experience provide us with the credentials to secure this activity?

ANSWER: Location of agency is not one of the evaluation criteria that will be included in the evaluation. Evaluation criteria can be found in Section 2.1, pages 8-9.

### Procurement process

- Q. I assume we need to complete the Supplier Application required documentation. Is this necessary prior to our submittal?

ANSWER: This will only be required for the awarded vendor, and is not required for a proposal to be made.

- Q. The RFP states that agencies should provide proposals in Word or Excel. Is the University open to receiving the electronic copy of the proposal in PDF format? Would you accept a .pdf-formatted digital file which typically renders identically on all hardware? ITN sections 4.1.1 and 4.1.2: It is indicated that the University's preference is to receive one original and six copies of our response.

Responses to questions submitted for UF's ITN Florida ITN20NH-128 Brand and Positioning Strategy Consultants

To clarify, are you asking for a single original hard copy with a companion PC-compatible media version, plus six additional hard copies?

ANSWER: As stated in Section 4.1.1 and 4.1.2 (pages 13 and 14) of the original ITN document, the number of copies required by UF:

1 (one) original hardcopy

11 (eleven) additional hardcopies (CHANGE FROM ORIGINAL ITN REQUEST)

1 electronic copy (in any commonly readable format, preferably word, excel or .pdf format)

Q. You indicate that this RFP has cited ITN as part of the RFP process. At what point in the time frame/schedule during the selection process would our firm be able to have an opportunity to negotiate on specific prices within our proposal?

ANSWER: The negotiation phase would take place shortly after any presentations, prior to an award being made.

Q. In a previous ITN, agencies were assigned "Lot" numbers. Will this be the case with this new ITN? And if so, what Lot number will the agency be assigned?

ANSWER: ITN17NH-120 Branding, Advertising and Marketing was divided into three lots. Lot 1 was the selection of the Agency of Record for UF. Lot 2 was a pool of vendors that could be used across campus, and lot 3 was a specific group of media buy vendors. This ITN is for the selection of an agency for a particular scope of work, and is totally separate from ITN17NH-120.

Q. Proposal response, Tab 6 - Our firm has never "lost" a customer, however we do conclude our assignments for them. We do not have any current and ongoing assignments for public research universities. May we use as references public research universities who are former clients?

ANSWER: Yes.