

Audience/Data/Research:

- What criteria are you using to define "young professionals"? [The age range 25 - 44](#)
- What is the priority ranking of outlined audiences: Young professionals out of state and interested in relocating, Young professionals in Baton Rouge that are considering moving out of Louisiana, local Baton Rouge community? [The order of your question is the ranking we share. The initial goal is to attract young talent, but we also have the hope that the site can become a hub for locals of all ranges to learn about the city.](#)
- Do you have any existing research that uncovers potential opportunity with key audiences within certain geographic markets, industry verticals, etc? [Much of this information is covered in the national perception survey \(attached\)](#)
- Do you have any existing research on competitor states or markets identified? [Much of this information is covered in the national perception survey \(attached\)](#)
- Although this is a national campaign, due to budget, we will have to narrow focus of this campaign, do you have geos already selected based off of research? [This is something we hope to work with the selected agency on.](#)
- The measure of success was noted at 5% migration. How is this being measured and is this net new per year or total at the end of 3 years? [27.4% is our baseline, we need 32.4% of the population to be in the 25-44 cohort by 2026](#)
- Does BRAC have the current numbers of talent migration in and out of the Capital Region as a baseline? [See above and attached Economic Outlook](#)
- Should this campaign place a priority on attracting net new talent versus retaining existing talent from the Capital Region? [The initial goal is to attract talent, but we also have the hope that the site can become a hub for locals of all ranges to learn about the city.](#)
- Can you provide the top 5 industries with available jobs in the Capital Region? [Construction, Healthcare, Accommodation and Food Service, Retail Trade, Manufacturing](#)
- BRAC has identified target industries in Baton Rouge: Agriculture, Water, Petrochemical/Manufacturing, Life Sciences, Logistics, Software Development and Transitional Energy. Is there a more urgent need to attract talent to one or more of these Industries? [Not necessarily but we do recognize that it's important to highlight industries with career availability. For the purposes of this proposal this specificity is not required.](#)
- Is there a separate budget for new qualitative or quantitative research to be conducted? [If the selected agency feels it is necessary, we would like to see that a part of their proposed budget be within the budget stated in the RFP.](#)
- What other research and studies do you have outside of the "National and Local Perception Studies"? [Our 2023 Economic Outlook can also be a good resource for information: <https://brac.org/download/2023-economic-outlook/?wpdmdl=123923&refresh=63dc0df742fee1675365879>](#)
- What research support do you all offer and where are the specific gaps in research that you lack access or capabilities to implement? [While we have an inhouse research team, anything outside of their scope would have to be outsourced.](#)
- Which industries and job skills would you recommend targeting the campaign toward? [While we do have target industries, we are not necessarily tied to that being the focus as we do recognize](#)

that it's important to highlight industries with career availability. For the purposes of this proposal this specificity is not required.

- Which markets will you look to have a presence and target for the campaign to understand the reach? *We are hoping to determine that with the selected agency.*
- Other than the key age range provided, are there any other demographics we should target? *Not specifically*
- Any particular groups or organizations to target? *Not specifically*
- Any particular events outside of Baton Rouge we would target? *Not specifically*
- Based on previous research conducted by your team, should we be aware of any identified priorities in the following areas: target regions, target industries, moments of decision in the audience's lives. *We anticipate this being part of the discovery process*
- Will the campaign have any specific industry focuses or will all BRAC target industries be the focus (i.e. Agribusiness, Life Sciences, Logistics, Manufacturing & Petrochemical, Software Development, Transitional Energy, Water)? *We anticipate targeted advertising by industry at some point but don't envision it being a part of the initial strategy.*
- What, in your opinion, is the barrier to attracting/retaining talent in the Capital Region? *These are questions we'd like the selected agency to work through and solve with us. Please also reference the attached Perception Study.*
- Do you envision this campaign attracting more talent from smaller cities or from larger ones? Specific regions of the US or abroad? *We hope to work with the winning bidder on targeting the best audiences to increase that migration.*
- Baton Rouge has a track record of providing a growth environment for young entrepreneurs. Do you see this as being a highlight of the campaign? *That could be an area to highlight.*
- What do you believe is the most detrimental misconception regarding the prospect of living in the Capital area? *Please reference the attached perception study*
- What do you believe is the most significant benefit often overlooked when considering living in the Capital area? *Please reference the attached perception study*
- Apart from the broad-scale goal of increasing migration, have you defined OKRs or KPIs for this marketing campaign specifically? What measures of success will our team be responsible for? *We are hoping to define measures of success with the agency selected and once we have a clear campaign strategy in place. We anticipate KPI's built around timeliness of launch and then activity by function. Website – traffic, CTR, engagement - Campaign – impressions, CTR; email open rates*
- What parishes or cities count as a "win" for net migration to Baton Rouge? If we successfully attract people from Hammond to move into Baton Rouge, for example, is that a "win"? *They can come from anywhere outside of the 9 parish Capital region to be counted as positive net migration. This campaign is targeted for 25-44 yr olds so the age does matter. The goal is national attraction as we are already achieving good net in-migration from in-state.*
- Attracting vs Retaining: What percentage of this effort would you estimate should be focused on attracting people from out of state to move to Baton Rouge (or return) vs. what percentage of this effort should be focused on retaining the young people already here? *100% attraction*

- In your opinion, what three comparable cities have done this best? What is the bar to beat? Done well or not, what competitive campaigns do you have your eye on in the current market? [We anticipate this being part of the discovery process](#)
- How does Baton Rouge stand up against New Orleans and Acadiana in terms of talent pipeline? [We're note measuring ourselves against neighboring cities for the purposes of this campaign](#)
- Have you worked jointly with these other cities to cross-pollinate? [Not actively](#)
- Fill in the blanks: People live in Baton Rouge for _____ and _____. What are the three most surprising reasons that people choose BR? [These are questions we'd like the selected agency to work through and solve with us. You can also reference the perception studies for further information.](#)
- Fill in the blanks: People leave Baton Rouge for _____ and _____. What are the primary reasons people cite for leaving BR? [These are questions we'd like the selected agency to work through and solve with us. You can also reference the perception studies for further information.](#)

Website:

- What are the expectations of the website? What interactive functionality is required? [This is something that we would like to work on with with selected agency to discover what will be best.](#)
- What does "connect interested relocators" look like? Should we assume this is campaign landing page, a microsite or are you trying to create a job connection website? [We would love to see engagement in the content that will be measurable in analytics and hopefully eventual buy-in from the city as well. And of course some sort of engagement tool to help us connect to visitors. Additionally, we would of course like to see the site connect out to VBR, BRAC and the BR Works page.](#)
- Does this website need to be built on a certain platform? [We use wordpress to update our existing websites and would need to build this one accordingly for long-term maintenance and updates.](#)
- Does this website need to work with other online properties or integrate with existing software? [Currently we use Weblink and MyEmma for our email campaigns. Ideally, our website could be built with a feature that allows for this to happen directly through the site \(automation, for example\).](#)
- A lot of the scoring seems to be focused on the website, however, there is not a deep summary of website expectations from a functionality standpoint. Is there any additional scope information that can be provided to set better expectations for the website? [We don't have a specific wish list but are looking forward to anything that has been a proven asset to other sites while also looking for new and fresh ideas. We'd love to see automation built into the site with a means to interact with interested site visitors.](#)
- Are there any hard deadlines associated with developing and launching the campaign? [Our goal is to launch by the fall but once the agency is selected we are hoping to build out the timeline and goals collectively with the agency.](#)
- Who is part of the review team? Are they all local? [Leadership from both VBR and BRAC will be a part of the review and selection process.](#)

- Can you further explain the details of the website that you need? *These are the details we'd like the selected agency to work through and solve with us.*
- Do you have reference sites to better understand the complexities and sections required? *This would fall under the research we would like to see the selected agency do to as a part of their research process*
- What features will be required? *These are the details we'd like the selected agency to work through and solve with us.*
- What pages will be needed? How many? *These are the details we'd like the selected agency to work through and solve with us.*
- What type of updating will be needed? What sections will you need to update and how? *Regular maintenance as needed*
- Will there be any integration of 3rd party groups, apps, or data? *undecided*
- Is there a preferred platform? *At this time our current site is on WordPress but we don't foresee any other requirements at this time.*
- Will BRAC be hosting or will the agency? *We are open to both options*
- For the website, are there specific functionality requirements or tools on your wish list (i.e. e-news integration, data visualizations, events, custom mapping)? *We don't have a specific wish list but are looking forward to anything that has been a proven asset to other sites while also looking for new and fresh ideas. We'd love to see automation built into the site with a means to interact with interested site visitors.*
- Do you have a preferred Content Management System? *We use wordpress to update our existing websites and would need to build this one accordingly for long-term maintenance and updates.*
- What qualifies as success at the end of a website visit (i.e. reaching out to your team, job/employer clicks, filling out a form, a high level of engagement with the content)? *Outside of the high level in migration numbers, we would love to see engagement in the content that will be measurable in analytics and hopefully eventual buy-in from the city as well. And of course some sort of engagement tool to help us connect to visitors.*
- Do you have existing video assets? If not, should we include a scope for new videography in our proposal? *We have some video and photography but not a lot. We will need to look at this budget and come up with creative solutions.*
- Are you open to the selected firm hosting and maintaining the website from a technical standpoint? *Yes*
- Are there any requirements around the website platform or hosting that need to be considered for the project? *At this time our current site is on WordPress but we don't foresee any other requirements at this time.*
- Will the budget need to include regular data and content updates or would the BRAC team prefer to make these updates in-house? *As the funding is budgeted to cover a three-year period for that time we do envision support with updates and data support.*
- Does BRAC have a current CRM or way they manage leads and contacts that will need to be integrated with the new website such as Hubspot, Salesforce, etc? *We currently use Weblink to manage our investor database and Salesforce for Business Development leads. We're very*

interested in marketing capabilities such as email automation that would allow us to build out responses to those who visit the page and/or are interested in learning more from us.

- Is there a preferred technology platform for the Baton Rouge branded website? We use wordpress to update our existing websites and would need to build this one accordingly for long-term maintenance and updates.
- At the moment, will the Baton Rouge brand website be required to integrate with any other applications or websites? Ideally, we are linking from this website to other local websites such as visitbatonrouge.com, brac.org, brworks.org
- How tied to BRAC is the talent attraction brand/effort? Meaning, will the talent attraction effort look and feel like its own entity or will it need to be clear that it's a chamber initiative? We would like for this to have it's own unique identity. While the site may connect to our BRWorks page and the VBR page we want it to be specifically about the talent attraction piece.

Media/Creative:

- Is there another agency/marketing team helping to execute the Bring It! strategic plan? If so, how does that intersect with this campaign? The initial creative development of the Bring It! strategic plan was done by an outside agency and is now being managed in-house by our marketing team. The execution of goals in the strategic plan will be fully executed by BRAC. The talent attraction campaign creative development does not need to mirror the Bring It! Strategic plan creative and does not need to work with the original creative agency.
- Beyond the media strategy and buys, are you interested in considering organic social media, content marketing, SEO management and other owned and earned tactics as part of the proposed strategy? Absolutely
- Do you have any co-op or trade media from any BRAC investors? Media for this campaign is intended for audiences outside of the Baton Rouge DMA. All of our trade media, as donated is specifically allocated for use in Baton Rouge.
- Is there any co-branded advertising between BRAC and Capital Region employers that will be required as part of the campaign? There are no plans to co-brand with any specific employers at this time. We're hoping to cast the net wide for 25–44-year-olds that are interested in relocating to Baton Rouge.
- Does BRAC have a current email marketing platform that can be or should be utilized to send marketing or lead nurture emails? Currently we use Weblink and MyEmma for our email campaigns. Ideally, our website could be built with a feature that allows for this to happen directly through the site (automation, for example).
- Are there any requirements or particular mediums that need to be included in the media plan? Not specifically
- For an earned media aspect of the campaign, do you see the selected agency executing an earned media strategy or delivering it to BRAC to do so? This can be up for discussion. We do currently have a contract with Development Counselors International for national PR on Baton Rouge. There may be an opportunity to partner as part of that relationship.
- Who are the media partners, media planners, research partners, or in-house marketers that we will be partnering with for this project? There would be no existing media partners or planners to partner with. Our two in-house marketing and research teams would be collaborated with to

amplify the campaign, however, direct and day-to-day contact would be with the BRAC and VBR SVPs of Marketing & the BRAC Talent Director. We are expecting the chosen agency to manage all media buys and needed research.

- Do you have any current partnerships or relationships with brands/cities/influencers or other entities that we can collaborate with to earn and share media to drive greater impact without expensive media buys? *We do not.*
- Are you open to making incentive offers to people who relocate, similar to how Bentonville offered \$10K and a bike to people who move there, or how Tulsa will give you \$10K for buying a home there? *We are open and willing to consider all ideas but do not have additional budget outside of what was shared.*
- Do you have any owned media that we can use as part of this project (i.e. social media accounts, microsites, email lists)? *As a new stand alone initiative we do not have anything to support it as of now.*
- Can you share a history of past creative and messaging, and the impact of that work?
- What do we know hasn't worked in the past? Why? *We have never executed a national or regional talent attraction marketing campaign*
- Will our team gain access to up-to-date photography, video, or any other creative assets that we can leverage as part of this campaign? *Any resources we have to share, we will.*
- Will we be required to work against a Brand Guide, Messaging Guide, or any other directive brand materials for the city of Baton Rouge? Is there a sandbox we must play within, or do we have creative freedom? *No, this can be a unique campaign*
- Does BRAC have recent photography and video assets available for use or would you expect to capture these assets as part of the budget? *We have some video and photography but not a lot. We will need to look at this budget and come up with creative solutions.*

Goals/Reporting:

- What are your metrics of success for this campaign effort? *We anticipate KPI's built around timeliness of launch and then activity by function: Website – traffic, CTR, engagement; Campaign – impressions, CTR; email open rates. In regards to the numbers for young professionals 27.4% is our baseline, we need 32.4% of the population to be in the 25-44 cohort by 2026*
- What is the expectation of campaign results driven from new young professionals vs. local appeal/engagement? *The goal is national attraction and a 5% net in migration of young professionals with the hope that it can also become a resource for BR locals.*
- What is the timeline of development/launch of the new Baton Rouge brand? *We are aiming for a fall kick off for the site and it's accompanying marketing*
- Does BRAC have a preference for frequency and style of campaign reporting? *We anticipate the need for regular meetings with a bi-weekly or monthly frequency. Ideally, campaign reporting is happening monthly to ensure we are seeing trends quickly and can be agile if there are changes that need to be made.*

- This campaign should direct audiences to a website. Once there, what would you consider a conversion? For example, do they join a mailing list, make a request for more information, Etc.? The end goal would be a move to the city – but a click-through to the linked-out pages of VBR, BRAC, and BR Works would help us see that they are looking at visiting, relocating their business or finding a job locally. We could also look page interaction to also be a guide for success. We're very interested in marketing capabilities such as email automation that would allow us to build out responses to those who visit the page and/or are interested in learning more from us.
- What is the primary metric that will determine a successful paid media campaign? The primary metric we are working towards that this campaign will complement will be increasing our young professional numbers. Our current baseline is 27.4%, and we need 32.4% of the population to be in the 25-44 cohort by 2026
- With regard to the total budget included in the RFP, is there flexibility in the allocation between years 2023, 2024 and 2025 for adjustments on an annual basis as needed? Yes
- Are there other initiatives or campaigns happening that will jointly benefit this campaign or also help support the messaging? The initial goal is to attract talent, but we also have the hope that the site can become a hub for locals of all ranges to learn about the city.
- What level of reporting will be required for the campaigns? This will be determined together with the agency once they have been selected
- What major KPI's will you require? We anticipate KPI's built around timeliness of launch and then activity by function: Website – traffic, CTR, engagement; Campaign – impressions, CTR; email open rates
- What will the major indicator be to validate success? The primary metric we are working towards that this campaign will complement will be increasing our young professional numbers. Our current baseline is 27.4%, and we need 32.4% of the population to be in the 25-44 cohort by 2026

Visit Baton Rouge:

- Is the expectation that the talent attraction brand and campaign will need to wait for the Visit Baton Rouge effort to be completed so that whatever comes out of the Visit BR effort can family with/be used with Talent attraction? Relative to the year 1 timeline noted for the talent attraction effort. As we are partnered with VBR on this initiative our hope is that whatever selection they make for that campaign it will partner and work well with what we do with this site. Our site will launch first and will not have to wait on that branding piece.
- What is the expectation of incorporating this brand and Baton Rouge tourism marketing campaign into this recruitment campaign? Is it use of the new logo provided or more? We would like to see the campaigns be complimentary, but ours will be launched first.
- In the RFP, you reference synergy with the 'new Baton Rouge brand.' Is this talent campaign supposed to mirror the new Baton Rouge brand that VBR will be creating this year? If so, why not launch at the same time? The details and timing of the Visit BR RFP are not yet finalized and we did not want this to hold up efforts to recruit talent to Baton Rouge. While the messages that recruit talent and attract visitors align, BRAC and VBR see these efforts as separate but complimentary.

- Do you believe the VBR RFP process might hold up the launch of the BRAC campaign? [The website should be launched by fall 2023. We intend to work closely with VBR and keep them abreast of all creative progress. The work should feel complimentary while not being identical.](#)
- Can you provide more detail on their RFP to understand the differences of the campaigns as well as the specifics of the BR Brand they would create? [While the details of the Visit BR RFP are not yet finalized, they are looking to redefine the Baton Rouge brand story in 2023. This would involve local focus groups and visitor sentiment studies. While the look and feel of this effort will not need to mirror VBR's efforts, the hope is that the two campaigns can compliment each other in storytelling and verbiage.](#)
- Can you provide more information on how this partnership would work or is expected to work? [VBR's hope is for different agencies working on these efforts to remain in touch and to be engaged in the research/brainstorming process so that the brand story of Baton Rouge is cohesive.](#)
- Will they utilize the top level or individual campaign components for their campaign as well? [No](#)
- Will they support the BRAC campaign through media spend and outreach? [Not outside of the ARPA appropriation.](#)
- Would we look to incorporate the VRB brand elements into our campaign? [We would not incorporate brand elements, but could utilize broll, photography, website listings, etc.](#)
- Would there be regular meetings needed with VBR? [Separate meetings with VBR will not be needed, but they will be incorporated into the client meetings with BRAC.](#)

Team:

- With whom will the chosen agency work with to execute the project? [The main point people for the project would be the SVP's of Marketing for BRAC \(Melissa Carter\) and VBR \(Laura Cating\).](#)
- Is there an internal project team? [Each of our marketing teams and internal leadership will be a part of the final selection process](#)
- Or, maybe a special committee designated for this project? [As the project progresses we would love to have some input in the form of focus groups to help the selected vendor as needed, but currently there isn't a special committee.](#)
- Does this team have decision making ability as it pertains to work product approval? [Yes, as we continue through the project our marketing teams will be leading the decision making.](#)

Misc.

- Are there any registrations required such as being a registered agent in the state of Louisiana to secure a contract? Another example, in the Standard Federal Award Contractor Terms and Conditions, #9 refers to contractors being required to file the required certification under the Byrd Anti-Lobbying Amendment. Is this required as part of the submission? [We are working with a partner on this who will help us review the final selection for the vendor and make sure we are within all the legal requirements for the ARP funding. But we did send this out nationally and don't anticipate that the vendor is a Louisiana business.](#)
- If an agency has performed similar work on behalf of other chambers or cities, regionally, of a similar size—would this be considered a conflict of interest? [No, many of the people we reached](#)

out to we did because we had seen the work they had done for another chamber, or we know they do the work by reputation.

- Do you feel we need community buy-in for this campaign? **yes**
- What has BRAC's community involvement for similar missions looked like in the past? **This is the first project of it's kind for VBR and BRAC. Our hope is that the community will buy in and also use the site as a resource.**
- How would you define a "fully compliant" response as referenced in the scoring rubric? **All requested information has been provided or part of the plan.**
- Can you clarify what financial reporting standards we will need to meet in order to comply with the Treasury? **We are working with a colleague to help make sure we meet all of the federal guidelines, once the agency is selected they will guide us and the selected party to make sure we are meeting all the standards.**
- What DON'T you want from this partnership? **unimaginative or stale work; we want to put our best foot forward and do so quickly.**