



NEW YORK STATE
**OLYMPIC REGIONAL
DEVELOPMENT AUTHORITY**

Request for Proposals (RFP)

for

Marketing Services

Addendum #1

April 26, 2024

RFP Release Date: April 2, 2024

RFP Submissions Due: May 10, 2024

RFP Section 5.2 questions received by the Olympic Authority and the Olympic Authority's responses are as follows:

Question 1: Could you provide more details on ORDA's specific marketing goals and objectives for the upcoming year(s), particularly any key performance indicators (KPIs) you aim to achieve?

Response: The Olympic Authority's Marketing goals and campaign for the upcoming year are to be able to summarize our marketing campaign data in a clear and concise manner for our executives.

The summary of KPIs include, but are not limited to:

Revenue, customer satisfaction, conversion rate (CVR), and return on ad spend (ROAS).

Question 2: Does ORDA have any recent market research or insights into the target audience for each venue that could inform a media strategy?

Response: The Olympic Authority possesses market research and guest insights, which will be available to the selected Contractor as needed to inform the media strategy.

Question 3: Are there any learnings or performance data from previous campaigns that ORDA can share to guide the development of new strategies?

Response: The selected vendor will have access to relevant learnings and performance data from previous campaigns to guide the development of new strategies.

Question 4: While the RFP does not specify a media budget, could you offer any guidance on budgetary considerations or constraints for media buying and marketing campaigns?

Response: While the RFP does not provide a specific media budget, it's important to note that our annual spending varies year-over-year due to factors such as events, seasons, and business opportunities. Recently, our digital media spending has ranged from \$300,000 to \$500,000 USD. However, this figure is subject to change based on strategic direction and evolving needs.

Question 5: Are there specific marketing channels or digital platforms that ORDA requires or has found to be particularly effective & wishes to explore further?

Response: While there are no specific marketing channels or digital platforms required to be used for marketing purposes within the organization, the Olympic Authority has previously used both digital and traditional media for campaigns. We are open to exploring all recommendations.

Question 6: As a part of the media services, will ORDA require the creation of advertising assets? If so, are there specific requirements around the types of assets needed, such as banners, videos, animated ads, etc.?

Response: The creation of advertising assets is not a requirement for the Olympic Authority as part of media services, but we prefer collaborating with agencies capable of producing various asset types, such as banners, videos, and animated ads.

Question 7: What are ORDA's expectations regarding campaign evaluation, reporting, and analytics? Are there specific metrics or reporting formats or cadence of delivery preferred?

Response: The Olympic Authority expects the selected vendor to assist our marketing team in evaluating and understanding campaign performance thoroughly. We are seeking a team capable of reporting on various metrics such as Return on Investment (ROI), Customer Acquisition Cost (CAC), Return on Ad Spend (ROAS), Key Product Indicators (KPIs), Click Through Rate (CTR), Cost Per Click (CPC), Cost Per Acquisition (CPA), Conversions, Website Traffic Reports (GA4 account management), Customer Journey, Social Metrics, Brand Awareness, Market Voice, Competitive Analysis, and more. The Olympic Authority will collaborate with the selected vendor to establish the frequency and format of reporting.

Question 8: Will media include the promotion of scheduled events and if so, how much time will be given in advance in preparation for the promotion of these events?

Response: Yes, media will include the promotion of scheduled events. Preparation lead times vary, requiring flexibility to adjust to changing circumstances.

Question 9: Can firms submit joint proposals for both the Marketing and Web Development RFPs?

Response: Yes, firms can submit joint proposals for both the Marketing and Web Development RFPs. However, we request that specific information such as pricing be broken out into separate categories for clarity and transparency.

Question 10: What prompted the release of this RFP and what is the goal you'd like to achieve in bringing on a new partner?

Response: We are at the end of our current agency's contractual term and looking to explore creative opportunities for future collaboration.

Question 11: Who are your target audience(s) for this campaign in terms of geography, demographics, etc.? Based upon your RFP, it appears your immediate locations are NYS, then the Northeast, then the world. Can you provide deeper insight into specific regions of NYS and the world?

Response: The Olympic Authority's target audiences vary based on the sports, events, and tourism industries, details of which will be discussed during the interview phase.

Question 12: Are you looking for campaign concepts and asset creation as part of the "executing media strategies" responsibility?

Response: While not mandatory, the Olympic Authority appreciates proposals that include the creation of assets and campaign concepts, which can enhance a proposal's evaluation.

Question 13: What would be your breakdown of focus between promotion/marketing for specific events versus driving consistent attendance to your attractions and facilities?

Response: Breakdown of Marketing Campaign Focus is as follows (this percentage varies at each venue):

Season Pass And E-ticket Marketing Campaigns – 50%

Events – 25%

Activities & Attractions – 25%

Question 14: Is there anything above and beyond the scope of work in the RFP that you would be interested in proposers detailing that may be valuable services your partner could provide beyond the scope in years to come?

Response: The Olympic Authority is specifically looking for what is included in the scope of work within the Marketing Services RFP though additional innovative services beyond the scope are welcome.

Question 15: What is your standard workflow for media planning in your fiscal year? For example, is all planning done once per year? How do you handle contingencies such as unexpected weather or unplanned events?

Response: Typically, we hold a meeting with our digital media team each season to discuss media planning for that period. As for handling contingencies such as unexpected weather or unplanned events, we can provide further details during the interview stage.

Question 16: Do you plan your media flights by season?

Response: Our media flight planning depends on the specific campaign we're executing. While the Olympic Authority operates by season (Summer, Winter), the timing of media flights can vary depending on the event, activity, or item being promoted.

Question 17: Can you tell us what your campaign KPIs are overall, and any specific goals for ORDA's venues and events?

Response: Please refer to question 1.

Question 18: It's well known the population of New York State has declined and the overall saturation of population between large metropolises has shifted nationally and globally since the pandemic. How is this influencing your overall audience and media strategy, or is that an analysis you'd value your responder providing?

Response: The Olympic Authority is continually analyzing our audience trends and media strategies. We have seen growth since the pandemic and see further opportunities looking ahead. This specific question would be a great talking point in the interview stage of the RFP.

Question 19: Will we present if selected as one of your top-scoring proposers?

Response: Top-scoring Offerors will be invited to present their proposals in an interview.

Question 20: Who would you identify as your top peers/competitors? How about indirect competitors who aren't offering the same experiences, but are an alternative option to what ORDA offers? How does this differ based on seasonality? Is there a peer organization whose overall marketing or paid media activity is something ORDA aspires to achieve?

Response: These are great questions that we will discuss in the interview phase.

Question 21: What are the responsibilities and in-house capabilities of ORDA's 20 marketing and sales associates?

- How do you envision your agency partner supporting and integrating with these teams?
- What, if any, pain points exist for the internal marketing and/or sales teams that you would like the selected agency to help address?

Response: The Olympic Authority has a well-structured marketing team, centralized and distributed across our venues. This team supports day-to-day operations, programming development, and marketing. For efficient collaboration, we assign a point person to centralize communication with agencies, tailored to specific events or activities.

We occasionally engage in brainstorming sessions with agencies, viewing them as an extension of our team, to refine campaign strategies. The designated point person spearheads these efforts.

Our primary need is to partner with an agency that has a deep understanding of our diverse audiences and stakeholders, aiming to boost attendance at our venues and events.

Question 22: Are there any recent research studies (audience, awareness, other) conducted on behalf of ORDA that can be shared to help inform our response, or that can be shared with the selected agency in the future?

Response: Recent research studies will be shared during the interview phase and with the selected agency.

Question 23: How often does your team meet with your media partner for strategic alignment for upcoming events or promotions?

Response: Currently the Olympic Authority meets with our media partner for winter and summer kickoff planning meetings, along with individual campaign strategy meetings. We would work with an agency to determine the best schedule.

Question 24: How often do you meet to review the performance of your media campaigns?

Response: The frequency of media campaign reviews varies, with updates desired throughout and at the conclusion of each campaign.

Question 25: Does your team require approvals for all strategic optimizations, or can the selected partner perform certain common optimizations on an ongoing basis?

Response: Strategic optimizations can be performed by the selected Contractor under certain Olympic Authority guidelines, with specifics to be discussed during the interview.

Question 26: Do you currently utilize an interactive dashboard to review campaign performance?

Response: No, we do not currently utilize an interactive dashboard for reviewing campaign performance.

Question 27: As your online store for passes has a login component, are you tracking activities across your websites tied to specific users?

Response: The Olympic Authority is not currently tracking activities across its websites tied to specific users.

Question 28: What prompted the release of this RFP and what is the goal you'd like to achieve in bringing on a new partner?

Response: Please refer to question 10.

Question 29: We can scale our activities for this project and want to be as efficient as possible in our budgeting. Is there any budget guidance you can provide, so we give you an appropriate budget to consider?

Response: Please refer to question 4.

- If so, do you have any sort of budget breakdown percentage-wise per venue and/or event?

Response: Please refer to question 13

- What has your paid media mix (as a % of budget) looked like over the past two years?
 - Digital vs. traditional tactics
 - Within digital paid media – paid search, paid social, display, video, audio, etc.

Response: This has varied by campaign and target audience and can be discussed during the interview phase of the RFP.

Question 30: What are the biggest challenges Olympic Authority venues are up against for 2025?

Response: As we prepare to host multiple world cup events during the 24/25 winter season, our top priority is to find a marketing services team that can effectively propel our online sales growth and expand our global reach. Given the unique nature of our events, which intersect the worlds of winter sports, Olympic venues, and tourism, finding an agency with expertise in these areas is paramount to our success.

Our challenge lies in identifying a partner who not only understands the intricacies of the winter sports industry but also possesses experience in promoting events at Olympic venues and leveraging tourism marketing strategies. The selected Contractor will play a crucial role in maximizing online sales for our world cup events, driving ticket sales, attracting international attendees, and elevating our brand presence on a global scale.

Question 31: Can you provide more context for “different regions and cultures” mentioned in the Global Considerations section of the Scope?

Response: The Olympic Authority's world cup events attract attendees from diverse regions and cultures worldwide. As our events draw participants and spectators from various countries and backgrounds, it is imperative that the Olympic Authority’s outreach efforts effectively engage with audiences not only across the country but also on a global scale. This ensures inclusivity and resonance with the diverse demographics and cultural nuances represented at our venues.

Question 32: What is your current tech stack?

Response: The Olympic Authority’s tech stack related to this RFP includes multiple WordPress Websites, Google Marketing Platform, and the Meta Platform.

Question 33: When the RFP describes agency responsibility to execute media programs, does this responsibility include developing creative/media assets?

Response: Please refer to question 12.

Question 34: Do you have any existing relationships/pre-negotiated terms with media platforms we should be aware of for this plan?

Response: No. There are no pre-negotiated terms with media platforms at this time.

Question 35: What does a user journey look like today? How well set up is attribution across that user journey? Does the level of attribution (and overall reporting) differ by venue?

Response: At present, we are developing a structured user journey framework to better understand and map the interactions and touchpoints users experience across our platforms. While we do not have a fully defined user journey in place yet, we recognize the importance of establishing one to improve our understanding of user behavior and optimize our marketing efforts. We see this as an opportunity for collaboration with the selected agency, and we welcome their expertise and assistance in developing a comprehensive user journey framework that aligns with our objectives and enhances our marketing strategies.

Question 36: Are all the venues built on the same website backend/CMS?

Response: Yes. All venue websites use multisite through WordPress.

Question 37: Will historical research and performance data be available to a selected agency?

Response: Yes. We would be happy to share performance data with the selected Contractor.

Question 38: Who are primary audience cohorts?

Response: The Olympic Authority has traditionally identified our primary audience cohorts as Outdoor Enthusiasts, Olympic Sport Enthusiasts, Tourists and Winter Sports Enthusiasts. However, this list can change depending on the event, year, activity, season, etc.

Question 39: Do you have existing segmentation? If so, is the segmentation performing as expected?

Response: The Olympic Authority has utilized segmentation over the years depending on campaign and campaign strategy. Not consistently and welcome ideas on how to best utilize.

Question 40: Are there specific market segments or niches the Olympic Authority is particularly interested in targeting?

Response: Please refer to question 38.

Question 41: What target audience data will the Olympic Authority be able to share with a selected agency partner?

Response: The Olympic Authority is prepared to share all information that is relevant to the success of future marketing and media campaigns with the selected agency partners.

Question 42: Is any specific Olympic Authority research available on key audience prospects?

Response: Audience insights and key demographic data will be available to assist the selected Contractor.

Question 43: What is your preferred measurement cadence (daily, weekly, bi-weekly, monthly etc.)?

Response: This can be discussed at the interview as it will depend on the season, event, or item we are promoting.

Question 44: How is success weighted for marketing efforts? Are there clear visitor values based on venues, type of trip, event tickets, etc.?

Response: Success in marketing efforts is currently measured by KPIs and venue revenue, with potential collaboration with the selected Contractor to establish visitor values.

Question 45: What venue specific revenue-generating activities should propose marketing services support? Should the program be inclusive of all revenue-generating activities at all venues?

Response: In terms of venue-specific revenue-generating activities, our focus primarily revolves around supporting major revenue drivers such as ski tickets and passes during the winter season, as well as major world class events hosted at our venues. Beyond these key areas, our activities and events vary from year to year based on the evolving needs of our organization. We believe it's important for the marketing services program to be flexible and adaptable, with a focus on prioritizing support for our largest revenue-making products while remaining responsive to

changing requirements. This ensures that our marketing efforts align closely with our strategic objectives and maximize return on investment.

Question 46: What is the estimated media budget and estimated volume of campaigns?

Response: Please refer to question 4

Question 47: What are the goals of your paid media program? (eg: driving awareness of the various venues, sponsorship inquiry leads, etc.)

Response: The primary goals of the Olympic Authority's paid media are to demonstrate a positive ROI and increase sales, with openness to evolving the media strategy.

Question 48: Is there interest in including traditional TV and radio in the media mix or are you open to a fully digital media plan (CTV, digital video, streaming audio, etc.)?

Response: This RFP is specifically looking for a team to assist in our digital media plans. However, we remain open to traditional marketing outlets like TV and radio.

Question 49: Are you able to provide an estimated annual budget for media spend (not including agency fees)?

Response: Please refer to question 4

Question 50: Will The Olympic Authority be responsible for providing paid media assets (ad copy, creative, etc.) or would you be looking for your media buying partner to support this?

Response: The Olympic Authority can supply media assets, but a Contractor that can also provide support in refining these assets is encouraged.

Question 51: What, if anything, from your current media program do you feel like needs improvement?

Response: The Olympic Authority seeks to improve tracking of the customer journey and the direct financial impact of campaigns, requiring a skilled agency to enhance these metrics. The Olympic Authority has nine websites that utilize a third-party e-commerce store. We are hoping to find a Contractor that can work with us and our e-commerce partners to successfully track these metrics.

Question 52: What is the anticipated budget for media buying under this annual contract?

Response: Please refer to question 4.

Question 53: How many campaigns are expected to launch per year? Will there be simultaneous campaigns for the 6 listed venues, or will these be part of a coordinated effort?

Response: The number of campaigns we launch each year can vary based on our evolving marketing strategies and objectives. Typically, we run simultaneous winter season pass campaigns for our mountain venues, including Whiteface, Gore, and Belleayre. Additionally, we roll out campaigns for specific activities, events, and products throughout the seasons. While the

exact number of campaigns may fluctuate annually, we ensure that our efforts are coordinated and aligned across our venues to maximize effectiveness and engagement.

Question 54: How is attribution currently measured?

Response: The Olympic Authority faces challenges in tracking attribution and seeks an agency knowledgeable in this space.

Question 55: Can you provide a historical overview of the media mix, number of campaigns, targets, etc., used in a typical year?

Response: This number is continually changing so we can provide a range for a typical year:

- Media mix: Google Ads, Meta Platform spend.
- Average number of campaigns: 10-20
- Targets (goal): To increase sales year over year and prove that digital media ads are a factor in growth.

Question 56: Will there be a centralized marketing contact, or will the agency need to coordinate with multiple contacts at each venue?

Response: Yes, the main point of contact will be with the Olympic Regional Authority's centralized Digital Marketing Manager. However, there will certainly be campaign planning that will require the selected Contractor to work with our venue marketing managers who will be point for each different campaign.

Question 57: Regarding “Global Considerations”, can you describe ORDA’s target geographies and prioritization of regions (local/regional, international, etc.)? Do those geographies extend beyond North America?

Response: Please refer to questions 30 and 31.

The Olympic Authority’s marketing focuses on the Northeast, with global considerations based on specific campaigns.

Question 58: As ORDA is a public entity, will the selected agency be required to supply hourly utilization reports, regardless of the agreed upon fee structure as described in section 6.4 of the RFP?

Response: The selected Contractor will abide by the agreed upon fee structure outlined in the Agreement between the Olympic Authority and the selected Contractor.

Question 59: What does success look like for a successful agency partnership with ORDA?

Response: The Olympic Authority is seeking an agency partner who not only helps run successful advertising campaigns, but also a team who can work with and help educate our staff throughout the process. We are looking for a partnership/team willing to work with us, and not for us.

Question 60: Why is ORDA seeking to hire an agency for this project at this time?

Response: Please refer to question 10.

Question 61: Is this RFP process a new requirement or is it an existing contract up for renewal? If it is an existing contract, who is the incumbent?

Response: This RFP is issued due to the expiration of an existing contract, with OVERIT Multimedia Inc. as the incumbent.

Question 62: Can you share any specific challenges or obstacles that ORDA has encountered in the past with branding and marketing?

Response: The biggest challenge or obstacle that the Olympic Authority has faced in the past is finding a vendor that fully understands the organization. Having an agency that has worked with winter sports industries, Olympic venues, and tourism marketing would be helpful. Organization is also key and important for efficiency when working with an organization of our size.

Question 63: Why are you looking for a new partner?

Response: Please refer to question 10.

Question 64: What is your target audience?

Response: Please refer to questions 38 – 42.

Question 65: What is the current budget, and can you share a breakdown?

Response: Please refer to question 4.

Question 66: What is the current media budget breakdown for ORDA?

Response: Please refer to question 4.

Question 67: What is your current yearly media spending?

Response: Please refer to question 4.

Question 68: Can you provide either a budget range (dollar amount range) or a % of total budget from your 2023 or 2022 historical spend (against media, production, and receptive agency fees) that can serve as a proxy for our understanding of scale and weight?

Response: Please refer to question 4.

Question 69: How do you split your media spending between domestic and international markets?

Response: The Olympic Authority does not have a specific spending split for these markets. Currently a majority of our budget is spent in the Northeast.

Question 70: What is your biggest challenge you are currently facing?

Response: Please refer to question 30.

Question 71: What percent of your visitors are from drive vs fly markets?

Response: An estimation of this 90% drive to market. Often with our events and competition – we do see visitors from fly markets. Depending on the event and the season, it's always exciting to see visitors from around the globe enjoying our venues!

Question 72: Are you targeting any international markets other than Canada?

Response: While Canada is a key market, the Olympic Authority is open to targeting other international markets for major events.

Question 73: Is Canada a focus market for you? If so, what is the percentage of the budget put towards this market?

Response: The Canadian market is significant due to geographical proximity, with financial commitment and strategy reassessment ongoing.

Question 74: Do you have any specific initiatives for the coming year?

Response: Please refer to question 30.

Question 75: Are there any additional considerations when identifying and targeting a more defined audience within each market? Family, Luxury, LGBTQ etc.

Response: Yes, this can be discussed in the interview phase.

Question 76: Can you confirm that you are only looking for media strategy, planning and buying and analytics at this time? Is there any appetite for adding creative, content and/or production services into the scope?"

Response: This RFP is specifically looking for a team to assist in our digital media plans, strategy, buying and analytics. However, a team who can assist with more is welcome to include that in their proposal.

Question 77: Can you share brand guidelines?

Response: Yes. We will be sharing brand guidelines with the selected Contractor.

Question 78: Who are your direct competitors? Who are your aspirational competitors?

Response: These are great questions that we will discuss in the interview phase.

Question 79: What are your current fly and drive markets that you put paid media support to?

Response: Please refer to question 71.

Question 80. How many key travel periods do you put paid efforts behind within the year? What has been the most effective vehicle?

Response: Traditionally, we don't place significant emphasis on key travel periods due to the nature of our business. More often than not, we experience full capacity days and need to be cautious not to over-promote during peak times. However, sometimes a major event will coincide with a key travel period, and in those cases, we will work to promote that event.

Question 81: What are your current target markets, and are you interested in adding additional markets (which ones)?

Response: At the Olympic Authority, our target markets vary depending on the specific product or event we're marketing. With venues that attract tourists from across the Northeast, as well as hosting events that draw participants from around the world, our reach is diverse and dynamic. Our focus is on effectively engaging with the local, Northeast, and sometimes international audiences to promote our offerings and experiences. As for adding additional markets, we are open to exploring opportunities that align with our strategic objectives and enhance our reach.

Question 82: Do you run a full media mix in all target markets?

Response: Yes, we strive to run a full media mix in all target markets. However, the extent of our media mix depends on factors such as budget, goals, and product offerings.

Question 83: How frequently do you refresh/update creative running within paid media buys over the year?

Response: The Olympic Authority strategically refreshes and updates our creative content within paid media buys throughout the year to ensure our messaging remains dynamic and impactful. Our approach involves running campaigns in flights, with updates occurring approximately 1 to 3 times annually. We do appreciate A/B testing and agency support with this.

Question 84: How are you currently buying digital media, direct, through a rep, or through an agency?

Response: The Olympic Authority currently buys media through an agency for larger campaigns and direct for smaller campaigns at times. It depends on the campaign size and amount of time until the launch of the campaign.

Question 85: Are there mediums in your mix that you wish performed better, or any you would like to eliminate or decrease spending?

Response: The Olympic Authority is continuously striving to optimize our digital media spends to maximize revenue generation. We're open to exploring various avenues such as Google Ads, Meta, and other mediums to enhance our marketing efforts. While we're always eager to discover new opportunities, we also remain flexible and willing to adapt our strategies based on performance metrics and market dynamics. Our goal is to find the most effective and efficient ways to connect with our audience and drive results.

Question 86: How are you currently measuring the success of your media?

Response: Please refer to question 44.

Question 87: What is the cadence of paid media? What percentage of working media is allocated for evergreen efforts vs. key campaign/travel periods?

Response: Please refer to question 53 and question 80.

Question 88: What is the current budget split between media and production?

Response: The Olympic Authority does not have an identified budget split between media and production.

Question 89: Are there any long-term media contracts we should be aware of?

Response: No, the Olympic Authority does not have any long-term media contracts.

Question 90: Regarding “Global Considerations”, can you describe ORDA’s target geographies and prioritization of regions (local/regional, international, etc.)? Do those geographies extend beyond North America?

Response: Please refer to question 31.