

Request for Responses (RFR)
For
MARKETING SERVICES, BRAND MATERIALS and WEBSITE
DEVELOPMENT

November 6, 2017

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Section 1: INTRODUCTION/PROCUREMENT REQUIREMENTS

1.1. Overview

Through this Request for Responses (RFR), the Massachusetts Gaming Commission (MGC) seeks a marketing firm to provide services to support the introduction and implementation of an established responsible gaming brand, known as GameSense for the Massachusetts market. Specifically, the chosen marketing firm will develop local brand materials and associated graphic designs, communications branding, website and social media that will provide a recognizable and consistent presence for GameSense with all forms of external communication. Such branding and designs must be developed within specific terms and standards further defined in 1B and Appendix A.

1.2 GameSense Background

The GameSense program is an innovative and comprehensive responsible gaming strategy adopted by the Massachusetts Gaming Commission (MGC) as part of its mission to promote responsible play and mitigate problem gambling. GameSense combines advice on responsible gaming techniques with interactive tools and exhibits meant to engage patrons at Massachusetts casino gaming facilities and online at GameSenseMA.com.

Each Massachusetts gaming establishment is required by statute to provide on-site space (the GameSense Info Center) for player education, the only gaming jurisdiction required to do so. There, patrons can learn about myths associated with gambling, the odds of the games they are playing and how those games work. The GameSense Info Center also offers patrons the opportunity to take a break and seek support from a GameSense Advisor.

Introduced by British Columbia Lottery Corporation (BCLC) in 2009, GameSense is an innovative, player-focused responsible gambling program that encourages players to adopt behaviors and attitudes that can reduce the risk of developing gambling disorders. This includes setting and sticking to personally-allocated time and monetary limits for gambling, as well as being open and honest with family, friends and oneself when it comes to personal gambling habits. GameSense has earned international recognition such as the World Lottery Association's Best Overall Responsible Gambling Program (2010), and the U.S. - based National Council on Problem Gambling's Social Responsibility Award (2015). In addition to being licensed and piloted at all MGM Resort International North American casino properties, the program has also been implemented by the Connecticut Lottery, the Massachusetts Gaming Commission and Canadian provinces of Alberta, Saskatchewan and Manitoba.

MGC has secured the licensing rights from BCLC to implement the GameSense brand identity in Massachusetts. This licensing agreement provides the right to use, modify, customize and distribute GameSense materials and productions in Massachusetts. GameSense materials must be developed in accordance with BCLC's GameSense Graphic Style Guide (Appendix A).

In 2015, the MGC introduced the GameSense program in Massachusetts with the opening of Plainridge Park Casino in Plainville Massachusetts. Since that time the MGC has targeted the Southeastern MA region to build brand awareness through a variety of media strategies including web advertising, social media, television, radio, and billboard.

In 2017, BCLC rebranded GameSense with new look but similar message. The new brand identity (Exhibit A) will be used with marketing materials for this campaign. Elements of the new style are illustrated in Appendix A.

Exhibit A



1.3 Purpose of Procurement

The purpose of this procurement is to identify an advertising and marketing firm (vendor) to develop and execute a comprehensive communications plan to localize a newly updated GameSense brand identity to support a recognizable and consistent presence for the MGC GameSense brand in all forms of communication. This is to include all costs of production of marketing tools and advertising and placement costs.

1.4 General Procurement Requirements

This RFR is being issued in accordance with 801 CMR 21.00, which governs the procurement of services by state agencies. MGC reserves the right to cancel or modify the procurement scope and/or process at any time.

801 CMR 21.00 requires a competitive procurement process, including the issuance of a RFR for acquisitions of all commodities and services. Words used in this RFR shall have the meanings defined in 801 CMR 21.00. All responses must be submitted in accordance with the specific terms of this RFR.

MGC makes no guarantee that a contract, or any obligation to purchase any commodities or services, will result from this RFR.

MGC reserves the right to amend this RFR at any time prior to the date the responses are due.

1.5 Procurement Characteristics

- 1. Acquisition method:** Fixed Price of \$170,000 through June 30, 2018 and up to \$250,000 each additional fiscal with all funding subject to the approval of the Massachusetts Gaming Commission and the Public Health Trust Fund Executive Committee.
- 2. Single or multiple vendor(s):** Single

3. Use of Procurement by single or multiple agencies: Single
4. Anticipated Duration of Contract: The initial duration of the contract that results from this RFR shall terminate June 30, 2019. The contract may be extended in any increment at the discretion of MGC up to a maximum term, including all contract extensions, of five-years.
5. Anticipated Payment Structure: The contractor will be paid for services rendered, after submission and approval of invoices.

1.6 Procurement Timetable

Unless otherwise specified, the time of day for the following events shall be between 9:00 a.m. and 5:00 p.m., Eastern Standard Time. All other times specified in this RFR are Eastern Standard Time. Responses and attachments received after this deadline date and time will not be evaluated. A facsimile response will not qualify as a “submission” for deadline purposes in advance of or in lieu of a hard copy submission. **RESPONSES ARE DUE NO LATER THAN 5:00 PM ON December 1, 2017.**

MGC may adjust this schedule as it deems necessary.

1. Posting	November 6, 2017
2. Written inquiries from interested bidders	November 14, 2017
3. Written response from MGC	November 21, 2017
4. Bidders’ response due	December 1, 2017
5. Evaluation Committee review	December 2-8, 2017
6. Presentation	December 11-15, 2017
7. Commission Review/Award subject to funding	January 5, 2018

Section 2: SCOPE OF SERVICES

2.1 Key objectives of the Comprehensive Communications Campaign

- **LAUNCH** the GameSense program and raise brand awareness at MGM Springfield and in Western Massachusetts
- **INTRODUCE** the updated GameSense brand at Plainridge Park Casino and continue to increase awareness of the GameSense program in Plainville and the surrounding areas.
- **GENERATE** traffic to a newly designed and mobile responsive GameSenseMA.com
- **HIGHLIGHT** specific resources and tools available through the GameSense program such as the GameSense Info Center, GameSense Advisors, Play Management and Voluntary Self-Exclusion
- **EDUCATE** the public about responsible gambling and provide helpful tips

- **REINFORCE** the Massachusetts Gaming Commission’s commitment to a robust responsible gaming strategy

2.2 Phase I Campaign Activities

1. **PROGRAM LAUNCH AT MGM SPRINGFIELD:** Design and develop a comprehensive outreach campaign to launch the GameSense program and increase awareness of the GameSense Info Center at MGM Springfield. This strategy is aimed at introducing the GameSense program to patrons and educating MGM Springfield customers on responsible gaming. MGM Springfield is projected to open in September 2018. This outreach campaign requires a strategy that includes pre-opening, opening, and operational phase activity.
2. **BRAND INTRODUCTION IN WESTERN MASSACHUSETTS:** Design, develop and implement a comprehensive campaign to increase awareness of the GameSense program in the Western Massachusetts. MGC is seeking a strategic and innovative approach to introduce the GameSense brand to the area surrounding MGM Springfield. Strategies might include, but are not limited to, innovative partnerships and “out of the box” awareness opportunities to increase GameSense visibility in the Western Mass market. As stated above, this outreach campaign requires a strategy that includes MGM Springfield pre-opening, opening, and operational phase activity.
3. **RE-LAUNCH UPDATED BRAND at PLAINRIDGE PARK CASINO:** Design and develop a strategic plan to re-introduce the newly updated GameSense brand at Plainridge Park Casino. Assist MGC in determining the most impactful and effective way to phase-out the current GameSense brand and replace existing collateral with the new brand.
4. **WEBSITE REDESIGN:** Redesign the existing GameSenseMa.com website to be more user-friendly and mobile responsive. Design and develop a mobile-friendly, easy-to-navigate, one-stop-shopping information center for responsible gaming education. The website should be hosted on a platform that is easy to administrate and update. The design should be in compliance with the Massachusetts and Federal accessibility standards. Vendor should recommend approach and tools for implementation, hosting and maintenance of the site.
5. **MARKETING:** Apply the established BCLC GameSense brand identity to develop and/or update the collection of creative marketing materials that will increase awareness of the GameSense program, educate players about responsible gaming, and drive traffic to the website. Vendor is expected to develop creative concepts for unique marketing ideas. See Appendix A for the current inventory list. Collateral includes, but is not limited to:
 - Brochures (multi-lingual)
 - Digital signage
 - Pull-up banners

- Promotional items

- 6. ADVERTISING AND MEDIA BUY:** Vendor will be required to develop an overall advertising and media buying strategy as well as the budget required to reach geographic and target audience demographics. The strategy should include a detailed plan to reach all target demographics in target geographic locations such as host and surrounding communities to casino licensees in Springfield and Plainville. Development phase leading up to a final advertising and media buy strategy will need to include, but not be limited to, input from stakeholders and other formative research. In addition, vendor will be required to assist with the selection and modifications of existing video spots already produced by BCLC or potentially develop several video segments that could be used across digital platforms and potentially as TV advertisements.
- 7. DIGITAL STRATEGY:** Develop a branded presence featuring the updated GameSense brand on the following social media channels: Twitter, Facebook, Instagram and YouTube. Develop a collection of branded digital elements for promotional use by all stakeholders. Potential digital elements include:
 - Animations
 - Social media graphics
 - Editorial calendar with six months of digital content
 - Other creative digital components

Phase II Campaign Activities (anticipated to start in 2019)

- 8. PROGRAM LAUNCH AT WYNN BOSTON HARBOR:** As part of the FY19 plan, design and develop a comprehensive outreach campaign to launch the GameSense program and increase awareness of the GameSense Info Center at Wynn Boston Harbor. This strategy is aimed at introducing the GameSense program to patrons and educating Wynn Boston Harbor customers on responsible gaming. Wynn Boston Harbor is projected to open in June 2019. This outreach campaign requires a strategy that includes pre-opening, opening, and operational phase activity.
- 9. BRAND INTRODUCTION IN EASTERN MASSACHUSETTS:** As part of the FY19 plan, design, develop and implement a comprehensive campaign to increase awareness of the GameSense program in the Eastern Massachusetts. MGC is seeking a strategic and innovative approach to introduce the GameSense brand to the area surrounding Wynn Boston Harbor. Strategies might include, but not limited to, innovative partnerships and “out of the box” awareness opportunities to increase GameSense visibility in the Eastern Massachusetts market. As stated above in number 8, this outreach campaign requires a strategy that includes Wynn Boston Harbor pre-opening, opening, and operational phase activity.

Section 3: ELEMENTS OF PROPOSAL

3.1 General Submission Instructions

Complete responses must be submitted by the date listed in the Procurement Timetable, **Section 1.6**, no later than **5:00 p.m.**, Eastern Standard Time. Responses must be submitted electronically in CommBuys.com. Any questions can be directed to:

Agnes Beaulieu, Finance & Budget Office Manager
Massachusetts Gamine Commission
101 Federal Street, 12th Floor
Boston, MA 02110
617-979-8462

The Massachusetts Gaming Commission of the Commonwealth of Massachusetts is soliciting responses for the MARKETING SERVICES, BRAND MATERIALS and WEBSITE DEVELOPMENT. Bidders are advised that the Massachusetts Gaming Commission 1) restricts submission of written questions to the Bid Q&A tool and (2) requires all responses to be submitted using the online submission tools available to active COMMBUYS account holders only, and (3) requires submission of a Supplier Diversity Program (SDP) Plan as specified in the RFR file attached to this Bid. Bidders are solely responsible to monitor this site for Bid amendments, if any. Bidders may monitor the record by frequently checking the Header Information for the list of Amendments. Bidders with active COMMBUYS accounts may also monitor the record through COMMBUYS email notification and record tracking tools enabled when a vendor acknowledges receipt of a bid. To establish a COMMBUYS account, bidders must select the Register link on www.commbuys.com and complete the online subscription process. In order to assist you in responding to this RFR please follow the attached job aid [Create a Quote in COMMBUYS](#) which is also included in the attached forms.

3.2 Proposal Elements

Bidders responding to this RFR must submit the following elements. **Material submitted must follow this organizational structure and all parts must be completed to be considered a valid response to this RFR.** Of the forms attached to the RFR, only the following should be submitted with the quote: **Business Reference Form, Additional Environmentally Preferable Products Practices and Supplier Diversity Plan Form 1 Commitment.** All other forms are to be completed at the execution of a contract. MGC reserves the right to request clarification of information submitted and/or to request additional information.

1. Company Information

- General overview
- Years in business

- Location of main corporate office and additional offices, if any. Specify which office(s) will be fulfilling Contract services.
- Annual client billings for the past 3 calendar years, including an estimate for current year
- Number of full- and part-time employees and consultants/contract employees by functional area
- Employee organizational chart
- List of current clients, indicating each client's tenure with bidder
- Contact information for this RFR: name, title, phone, email

2. Account Team

Identify the staff person who would be the account manager for this procurement and any other key staff who would work on this account. Briefly describe the relevant experience of the account manager and all staff. Please provide the resumes of the account manager and key staff.

3. Creative Team

Describe the qualifications and/or experience of the creative staff in the relevant channels. Include up to five (5) samples of the agency's on-line and/or social media links; video; and/or other digital strategies.

4. Experience

Describe your experience researching and implementing comprehensive communication and outreach strategies that resulted in a tangible improvement or change. Provide examples of a previous project that demonstrates strategic thinking and positive data-based outcomes. Highlight campaigns that required a specified geographic location and audience targeting.

5. Compensation Structure

Provide a detailed budget and justification, including hourly rates of the Project Manager and the hourly rates of other staff or consultants that will routinely work on this campaign such as Creative Director, Project Coordinator, Copywriter, editor and/or Media Buyer, within the allowable limits. Please provide the agency overhead or indirect fee for this campaign

Actual compensation program in Contract will be subject to negotiation. Costs will be paid on a monthly cost reimbursement basis. Contractor will be required to produce a comprehensive monthly billing book to specifications established by MGC.

6. Subcontracting

Specify any major services that will be subcontracted, such as web development, social media, database management, photography and video services and other marketing services. Identify proposed subcontractor(s): names, locations, credentials, and length of relationship with bidder. The following services may **not** be subcontracted: strategic marketing and brand development, media planning and buying, development of advertising, creative services, customer relationship marketing, and interactive marketing.

7. Other Gaming Industry Clients

Provide a list of all gaming industry clients, if any: client name, work performed, annual billings (or, if confidential, dollar range of billings), and contract status.

MGC reserves the right to disqualify Bidders who have gaming-related clients that, in the opinion of MGC, could pose a potential conflict of interest.

8. Demonstrated Effectiveness

Provide a *limited* selection of marketing and advertising materials developed by the Bidder during the past 36 months. Provide link to Bidder's Web site where such work samples can be found.

List five responsive websites your firm has produced that best reflect your work and relevancy to this project.

9. Marketing Strategy

Describe innovative types of communication channels and marketing strategies you would recommend for this campaign and the rationale behind your decision. Please focus on Phase I activities outlined in Section 2.2. Is there any "extra value" that your agency can provide for this campaign?

10. Creative Example

Submit three examples of creative work using the GameSense brand standards guide as presented in Appendix B.

11. Timeline

Present a timeline to meet all of the objectives, specifically keeping in mind the opening MGM Springfield in September 2018 and Wynn Boston Harbor in June of 2019.

12. References

Provide three references including name, agency, title, telephone and email. With each reference, include the name of the most relevant project. Please only include references for your agency. Do not include references for subcontractors unless they are a major contributor to the Campaign.

SECTION 4: GENERAL EVALUATION CRITERIA & SELECTION PROCESS

- 4.1 Any response, regardless of the submission formats specified, that fails to meet a mandatory specification of this RFR may be found non-responsive without further evaluation unless MGC, in its discretion, determines that the non-compliance is insubstantial, can be corrected, or that an alternative proposed by the bidder is acceptable.
- 4.2 Written proposals will be reviewed by the Procurement Management Team (PMT). The PMT will evaluate eligible bids, based upon the following criteria in order of importance:

Proposal Element	Weight
Company Information	required
Credentials and relevant experience of account and creative teams	10
Experience	10
Proposed compensation structure	10
Subcontracting	required
Demonstrated effectiveness	20
Marketing strategy	20
Creative examples	20
Timeline	required
Supplier diversity	10
References	required
Total possible points	100

4.3 The PMT will then select bidders for oral presentations based on scores of bidder's written responses.

Bidders selected for oral presentations will be provided with specifications for the presentation. Oral presentations will take place at MGC offices at 101 Federal Street, Boston, Massachusetts. All expenses related to the response to this solicitation, or the oral presentation, including travel, will be at the Bidder's cost, not MGC.

Oral presentations will be evaluated based upon the following:

- Capabilities presentation
- Response to assignment
- Client Campaigns

4.4 MGC reserves the right to reject any and all proposals if it is deemed in the best interests of the Commonwealth.

4.5 MGC reserves the right to enter into a contract with one of the contractors selected as a finalist if, in the event the contractor initially chosen does not perform in accordance with the performance criteria, the contract is terminated without cause by either party, or the terms of the final contract cannot be finalized to the satisfaction of MGC.