June 25, 2019

ADDENDUM NO. 1
RFP 241903
DIGITAL TRANSFORMATION FOR ARIZONA STATE UNIVERSITY ENTERPRISE MARKETING HUB

Change:
RFP Inquiry Deadline has been changed to:
3:00 P.M., MST, Friday 06/28/2019

RFP Time and Date Set for Closing has been changed to:
3:00 P.M., MST, Friday 07/12/2019

Questions and Answers:

- What measures are you looking to drive with this new initiative?
  We expect to drive or see improvement in all metrics related to effectiveness of digital communications and marketing channels (i.e., web traffic; web satisfaction; organic traffic share; organic and paid social engagement; email open, CTR and unsubscribes; rewards app metrics such as downloads, % monthly active users and 30-, 60- and 90-day retention rates; paid digital media) as well as growth in alumni involvement ( % who participate in social media, % who donate, % who attend games, % who recommend, etc.) and alumni affinity to the brand. The involvement and affinity metrics are measured via an annual brand tracker survey.

- What metrics would make this omni channel marketing system a success?
  In addition to the measures detailed above, success will also include uncovering and developing solutions that will improve our practices and processes and lead to better utilization and integration of technologies.

- What are the primary goals, targets and KPI’s that this ecosystem supports?
  o Is ASU seeking to maintain, grow, or alleviate challenges meeting any of these goals?
    See above.

- In the RFP it states: “It is our intent that the system we build via this digital transformation effort will have applicability throughout ASU’s distributed marketing organization to support similar efforts by other University departments whose marketing and outreach, target other important constituent groups.” What other audiences should be in consideration beyond Alumni and at what level should they influence the overall planning exercise?
The Hub’s primary goal is to build brand strength and affinity among degreed and non-degreed alumni and, therefore, they are the direct focus of the majority of the Hub’s work. However, the Hub also has the responsibility to examine and improve marketing across the ASU enterprise and to lead in recommending and deploying system-wide marketing tools and technologies that will benefit units with primary target audiences who are donors and potential donors, students and prospective students, parents, corporate partners, internal stakeholders and external influencers.

- In the RFP it states: "ASU is committed to reducing and eliminating irrelevant or annoying communications and replacing them with those that get attention, deepen relationships, and drive engagement." Is there a separate communications strategy in motion in parallel with this effort, or will this effort also inform that/provide that insight? We expect that the development, curation and distribution of content will be informed by this effort.

- What are the business/organizational drivers that are making this RFP a priority at this time?
There are several major factors in our decision to initiate this project at this time. First and foremost, we have made significant investments in building our database and in securing marketing technologies over the past few years, including the implementation of SalesForce CRM and Marketing Cloud. Having said that, like most organizations, we still face data unification and technology integration challenges. Secondly, although we have been able to make progress toward achieving our marketing objectives using broad based paid media tactics over the last five years, a slowdown in those improvements over the past eighteen months signal a need to re-evaluate our marketing approach. Last, but not least, current trends of consumers expecting organizations to use relevant data to provide meaningful experiences necessitate that we examine what we do and how we do it in order to stay relevant and competitive.

- What does the budget look like?
The budget for the consulting project is $350,000.

- What is the relationship between the Enterprise Marketing Hub and other departments?
See attached Exhibit A
  - To what degree do individual departments manage marketing campaigns and activities vs centralized teams like the EMH?
    In addition to the brand and alumni affinity building campaigns undertaken by the Hub, academic and non-academic units also create and deploy marketing communications campaigns. Their campaigns can and do include alumni as an audience so this effort should address a governance structure that enables us to reduce and eliminate irrelevant or annoying communications and replace them with those that get attention, deepen relationships, and drive engagement – as stated in the RFP.

- In terms of this initiatives how will decisions around prioritization and recommendations made internally? Do you anticipate them requiring collaboration, negotiation and internal alignment and negotiation or is there executive sponsorship providing direction?
This initiative is being sponsored by the Hub’s Senior Vice President and Chief Marketing Officer, who has already briefed and received endorsement of the University President.

- How is the current marketing department structured?
  See attached Exhibit A
  - Incentivized?
    - There is no incentive structure at ASU.

- What pieces of Salesforces CRM are actually being utilized?
  Using Affinaquest to manage alumni and advancement operations. Also, utilizing Service Cloud and Community cloud. In addition, Commerce Cloud will be utilized as a giving platform (eta August). This org is fully converted to Lightning.

- What pieces of Salesforce Marketing Cloud have been purchased and are being utilized?
  Content Builder, Automation Studio, and Journey Builder are being utilized. We have Cloud Pages as well but have not utilized them much. We do not utilize Social Studio.

- What services solution are you utilizing and which pieces are being utilized there?
  We utilize Salesforce Service Cloud, case management.

- In regard to Section V of the proposal, how many ecosystems are we evaluating for current state? Is there only one environment, or are there multiple business unit environments that need to be evaluated?
  We are evaluating the primary ecosystem with the understanding that there are other ecosystems within the university.

- Do you currently have a primary Business Intelligence platform for data analysis, reporting, and data democratization? What is the process for pulling & consolidating data from key data sources for this tool (if applicable)?
  For reporting and analytics there is a variety of tools being utilized, including Google Big Query, Hyperion, Toad, Microsoft BI, and Tableau. For data warehousing we utilize Microsoft Azure SQL and Oracle. Currently data democratization is pretty manual, ASU and ASU Enterprise Partners are working toward simplifying this process.

- Do you have any existing Journey Maps or Playbooks that are being used for marketing, communications, or site development?
  Yes, we have developed several journeys and playbooks. We are also in the process of developing our next major site enhancements.

- Are there any vendors or technologies currently being evaluated that are not part of the existing technology lists provided? What is the rationale for those evaluations in progress (if applicable)?
  We are in the initial discussion stages with Tealium and we will soon be on-boarding Hub to Widen. Both will be new technologies (versus replacements) for the Hub.
Questions regarding this notice, please contact me at Hayley.good@asu.edu.
All postings for RFP 241903 can be found at http://www.asu.edu/purchasing/bids/index.html.

Thank you,

Hayley Good
Supply Chain Management Buyer
Purchasing and Business Services
Exhibit A

RFP 241903

DIGITAL TRANSFORMATION FOR
ARIZONA STATE UNIVERSITY
ENTERPRISE MARKETING HUB

Marketing within ASU

The Enterprise Marketing Hub
ASU and the Enterprise Marketing Hub

The Hub is a unique hybrid of a marketing department, agency, consultancy and “general contractor.” The 100+ person Hub is described as an all-star collection of individuals who possess a unique combination of deep knowledge, a passion for experimentation, and an unrelenting dedication towards building a highly collaborative environment where talents and ideas combine to drive new innovations.

**Members of the Enterprise Marketing Hub are well accomplished in their fields and contribute a high level of expertise to ASU.**
The Hub Orchestrator model

Guided by brand platform and affinity modeling
Our process

Study the landscape | Determine ASU’s place | Develop a brand platform | Get smart

Create model and org. structure | Get focused/Get buy-in | Design, execute, redesign

Charting a new path, guided by knowledge and insights and properly supported, will build a stronger brand.
Hub functions

- Alumni Engagement and Impact
- Internal and External Communications
- Print and Imaging Lab
- Constituent Knowledge and Insights
- Creative Services
- Digital Ecosystem Management
- Media Strategy and Buying
- Constituent Relationship Management
Alumni Engagement and Impact
The Alumni Engagement and Impact Office produces initiatives that reach ASU alumni at scale, offering ways for alumni to stay engaged with the University. This includes one-to-one touches and broad media outlets like *Thrive Magazine*.

Internal and External Communications
Delivery of critical messages from strategy through distribution. ASU brand management takes a consultative approach to ensure alignment between brand platforms, brand-building strategies and brand messages.

Print and Imaging Lab
Prepares and manufactures a wide array of commercial print and marketing collateral for the ASU community and its partners, while offering hands-on training for students, faculty and staff.

Constituent Knowledge and Insights
Providing strategic insights that advance meaningful and actionable marketing efforts. Through research and data, this team provides an enterprise view of ASU’s diverse population as well as research support for partners and units.

Digital Ecosystem Management
Ensures that all communications and interactions are relevant, timely and optimized for each digital channel and constituent.

Media Strategy and Buying
Aligning the constituents, programs and media to ensure messages are received in the most efficient and effective way. The Hub works with key partners to deliver quality impressions and track everything back to a return on marketing investment.

Constituent Relationship Management
This team is responsible for maintaining the data and records that allow one-to-one reach as well as scalable programs designed to reach our constituents en masse.

Creative Services
The Hub is an award-winning creative unit, delivering high quality advertising and marketing pieces based on data and insights on the intended audience. The creative services team produces everything from social media content through broadcast television commercials, each designed to move their audience.
Hub Services

Research
- Primary research development and analysis
  - Qualitative and quantitative
- Syndicated data management and analysis
- Message testing
- Pilot development

Advertising
- Advertising and Marketing Strategy
- Paid advertising
- Paid social media campaign
- Media planning and buying

Social Media
- Organic content development and distribution
- Design, image creation
- Copywriting
- Community management

Web and Digital
- Web design
- Content strategy and development
- Analytics implementation and optimization
- Mobile app and digital product development

Filming and photography
- Filming, direction
- Camera operation for live events and studio
- Editorial services
- Video distribution

Email services
- List and data management
- Email journey and campaign supervision
- Email and template design

Printing and fulfillment
- Marketing collateral
- Business cards and stationery
- Banner and booth design
- Apparel