Contractor will perform the following work.

1. Task One: Design a Multi-Faced Statewide Marketing Launch Campaign
The Contractor will design and develop a public education/awareness campaign, comprised of a unified creative approach and theme, to effectively reach targeted audiences. The Contractor will synthesize existing market research, branding development and strategic planning in communications and will build upon the work by identifying and filling any gaps to deliver a unified, tightly focused campaign.

The campaign will include, but not be limited to, the following components:
- Mass/Paid media – radio, TV, billboards, newspapers, digital, industry publications, etc.
- Social/Personal media – e-mail messaging, Facebook, Twitter, LinkedIn, YouTube, etc.
- Earned media – news releases, PSA’s, story placements, etc.
- Targeted media – presentations, webinars, events, direct mail, Town Halls, etc.
- Promotions
- Grassroot partnerships
- Corporate partnerships/sponsorships
- Campaign evaluation

The work will be accomplished through the following steps.

A. Planning and Strategy – Brand Immersion
The Contractor will review current and relevant exchange information in order to fully understand and assess the brand and the opportunities and challenges of the market landscape the brand is entering and competing within. Review materials will be determined jointly by the Contractor and Project Manager.

Phase specifics:
- Identify business challenges
- Consumer segmentation review and discussion
- Discuss process, roles and responsibilities
- Product immersion: review website, systems, etc.
- Review of branding work
- At the conclusion of this phase, the Contractor will present a more detailed timeline for subsequent steps of the project.

B. Planning and Strategy – Creative Development
The Contractor will identify Actionable Insight and key “truths” to inform a creative brief that clearly defines the target and the desired takeaway/action that will lead to campaign success.

Phase specifics:
- Identify Brand and Human truths
- Develop Actionable Insights
- Write creative brief

C. Creative Concepting
Drawing upon the creative brief, the Contractor will develop 2-3 different creative ideas that will bring the document to life with various forms of creative in order to demonstrate how the idea might look in different mediums/on different screens.

Phase specifics:
- Develop at minimum 2-3 creative ideas and directions for testing
- High-level creative ideas across different mediums
D. Creative Research and Testing
The Contractor will measure current perceptions, attitudes and behaviors to the creative ideas developed within Task One. From the concept testing invaluable insights will be gained that will allow for honing and perfecting MNsure communications.

Phase specifics:
- Develop discussion guide
- Create materials for focus groups – storyboards, mock-ups, videos, etc.
- Secure facilities and handle respondent incentives
- Provide focus group moderator
- Conduct qualitative focus groups
  - Twelve groups of 5-6 participants
  - In six regions across the state
  - Participant mix would follow the composition established by the Salter market research to represent a demographic reflection of potential MNsure audiences.
  - Duration of the focus group would last no longer than two (2) hours.
- Provide a complete report with a summary of feedback, implications and recommendations.

E. Preliminary Marketing/Outreach Launch Campaign Plan
The Contractor will present a preliminary marketing/outreach launch campaign plan once planning and strategy phases and the media buy plan are completed, and initial strategy on creative, promotions and corporate partnerships has been developed. The plan will be a living document that will be revised throughout the campaign to respond to new opportunities and to allow for adjustments in strategy.

2. Task Two: Development of Collateral Materials
The Contractor will develop a suite of materials to be used across multiple strategies, tactics and audiences to ensure consistent and streamlined communication materials. Materials will be tailored to audience segments as much as possible either in original design or through co-branding and customization by community partners. Materials must align with the Exchange brand. Materials for pre-identified audiences with limited English language proficiency will be accurately translated. All video and broadcast materials will provide closed-captioning. All materials must comply with the Minnesota IT accessibility standards.

A. Campaign Creative Development and Production
The Contractor will produce campaign elements for all channels (e.g., TV, radio, mobile, digital, social media, etc.

Phase specifics:
- Create overall campaign look and feel, possibly including a common tagline
- Develop single creative idea into an integrated campaign
- Develop copy for all creative pieces
- Create all necessary images/assets
- Perform Quality Assurance on all digital work
- Deliver all final files/work as appropriate

A.1: Broadcast Production
Broadcast production costs are dependent upon use of talent, locations, media plan, number of spots produced, etc. The Contractor will present MNsure with a detailed broadcast production plan, including a more specific cost allocation, for approval prior to work commencing in this area. The plan will include:
- :30/:60 Radio spots
- :30/:60 TV spots
- Video for social media and online content

A.2: Photography
The Contractor will obtain images for use in collateral materials. The Contractor will present MNsure with a detailed photography list, including a more specific cost allocation, for approval prior to obtaining images. The list will cover:
B. Development and Production of Collateral Materials
The Contractor will develop a comprehensive list of needed materials for the launch campaign. The Contractor will also design and produce the materials. Many materials will be produced in English, Spanish, Hmong and Somali. The Contractor must also provide materials in large font upon request. A preliminary list that the Contractor will use as a baseline includes:

- Photo bank of spokespeople and those featured with personal stories
- Video clips on MNsure – testimonials from audiences and assisters
- Consumer-focused pre-Oct 1st flyer
- Business-focused pre-Oct 1st flyer
- Consumer-focused post-Oct 1st brochure
- Consumer-focused post-Oct 1st palmcard
- Business-focused post-Oct 1st brochure
- Customizable materials for use by agents/brokers
- Downloadable tools for community partners – flyer, brochure, ad
- One-pager for community partners/agents on how to promote MNsure to individuals/families
- One-pager for community partners/agents on how to promote MNsure to small employers
- Fact sheet for insurance carriers
- Instructional brochure or fact sheet for employers to share with employees
- Advertisements (for multiple audience segments)
- Event kit
- Portable display(s) for conferences, events and trade shows

B.1: Digital Production
Work will include:

- Standard banner ads
  - 9 total standard flash banners
  - Includes backup/static ads (no rich media)
- Facebook ads
  - 4-6 concepts
- Paid search
  - Keyword research ads and set-up
- Email messaging
  - Development of 1 template
- Mobile ads
  - 9 total static or animate GIF banners

B.2: Print Production
The Contractor will prepare final creative files for printing.

- Outdoor (e.g. billboards, transtop, bus sides)
  - Retouching
  - Studio
- Print (e.g. newspapers)
  - Retouching
  - Studio
- Non-traditional (e.g. coffee sleeves)
  - Retouching
  - Studio

B.3: Transcription
The Contractor will transcribe selected collateral into non-English languages. The Contractor will present MNsure with a detailed collateral list for transcription, including a specific cost allocation, once the master list has been drafted and approved. The languages for transcription are:
3. Task Three: Media Buying, Negotiating and Placement

The Contractor will devise a paid media plan to achieve a best value for the investment. The plan will include statewide placements as well as targeted placements to reach high numbers of uninsured, and in specialized media outlets to reach key populations. Waves of advertising will run between July 2013 and March 2014 — first to raise awareness of MNsure and then to drive enrollment.

Contractor will place advertising through the following mediums to align with the media usage of targeted audiences:

- Television
- Radio
- Online (e.g. static and animated banner ads; Facebook ads; search engine ads)
- Print
- Outdoor (e.g. billboards, transtop, bus sides)
- Non-traditional (e.g. mobile, coffee sleeves, grocery store, etc.)
- Additional mediums suggested by the proposer

Task specifics:

- Utilize research to ensure a diverse media mix
  - media audience, ratings/readership
  - value-added opportunities (e.g., on-air interviews, brochure distribution at media events, etc.)
- Create a media plan that optimizes the media mix to reach target audiences with maximum ROI
- Leverage relationships with media outlets to negotiate most favorable rates
- Purchase and placement of all media
- Create all necessary images/assets

The media plan will include:

- Identification of specific media to be used
- Timing, frequency, penetration and length of placement
- Allocation of placement within selected media
- Justification of media allocation and integration in campaign, cost effectiveness and return on investment
- Itemization of media cost

4. Task Four: Corporate Partnerships and Promotions Strategy

Contractor will develop a corporate partner and promotions strategy that seeks to reduce the number of uninsured in Minnesota by garnering support from retail, sports/recreation, corporations and other entities through mutually-beneficial partnerships.

Corporate Partnership specifics:

- Leverage existing and past client relationships to connect MNsure to companies whose interests intersect with MNsure marketing and communication goals.
- Work with Exchange staff and the Outreach, Communications and Outreach Work Group to develop a list of local companies who would most likely share an interest in helping to promote healthier Minnesotans.
- Collaborate with MNsure staff to create partnership plans.
- Advise MNsure staff on partnership negotiations.

Promotional Strategy specifics:

- Assess and recommend different types of promotional strategies and activities for all appropriate target audiences.
- Brainstorm events and promotional activities designed to work in concert with the communications plan, and to drive awareness and participation for MNsure.
5. Grassroots Outreach Strategy
   Task specifics:
   - Develop a comprehensive grassroots engagement plan for MNsure launch.
     - Simultaneously leveraging statewide and local networks to reach targeted consumers.
     - Expand and enhance the statewide tactics with more intense outreach in communities,
       neighborhoods, and networks that are made up of a high density of the targeted
demographic populations.

6. Campaign Tracking, Measurement, Reporting and Optimization
   Task specifics:
   - Tracking the campaign on an ongoing basis to measure performance and ROI
   - Handle media placement reconciliation to verify that ad placements ran at the scheduled
day/time and cost.
   - Bi-monthly reporting to review metrics and dashboards
   - Adjust creative/messaging/media as appropriate based on tracking and analytics

7. Measurement and Optimization Plan
   Task specifics:
   - Measurement/tracking plan – Development of a framework for measuring campaign
     performance. Includes reporting template development, tracking implementation and
     identification of data sources.
   - Ongoing analysis – bi-weekly analysis of campaign efforts based on established KPIs.
   - Pre and post online tracking surveys. Pre to establish benchmark numbers/levels; post to
     measure awareness and brand perceptions to establish effectiveness at the end of the media
     spend (as well as actual behavior).
   - In-depth analysis – a wrap-up at the end of the awareness phase and the end of the campaign
     overall that provides detailed insight into campaign performance.
   - Social monitoring – Monthly social analysis that evaluates conversation themes and share of
     voice for MNsure.

8. Account Management
   Task specifics:
   - Ongoing maintenance after October campaign launch through March, 2014

9. Preliminary/Projected Timeline
   At the conclusion of the Brand Immersion phase, the Contractor will present a more detailed timeline for
subsequent steps of the project.

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>Tuesday, April 9</td>
<td>Contract executed</td>
</tr>
<tr>
<td>Thursday, April 11</td>
<td>Discovery Session (MNsure, Haberman, BBDO)</td>
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<tr>
<td>April 11-18</td>
<td>Creative Strategy Development</td>
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<tr>
<td>April 11 – May 9</td>
<td>Grassroots Engagement Strategy</td>
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<tr>
<td>April 11 – June 10</td>
<td>Media Planning and Buying</td>
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<tr>
<td>April 18 – May 9</td>
<td>Creative Concepting</td>
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<td>May 13-27</td>
<td>Creative Testing</td>
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<td>May 20</td>
<td>Preliminary Marketing Campaign Plan</td>
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<tr>
<td>May 20 – July 1</td>
<td>Campaign Creative Development and Production</td>
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<tr>
<td>May 20 – July 1</td>
<td>Development and Production of Collateral Materials</td>
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<tr>
<td>May 1-31</td>
<td>Corporate Partnerships and Promotional Strategy</td>
</tr>
<tr>
<td>July 1 – March 31, 2014</td>
<td>Campaign Tracking, Measurement, Reporting and Optimization</td>
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