Roanoke Regional Airport Commission
RFP # 24-003
Marketing Services

Addendum #3
April 24, 2024

The contents of this addendum represent solicitation questions and answers, notes, changes, additions or clarifications to the specifications. A conformed copy of the RFP reflecting all changes from Addendum #3 is also included as a separate attachment if needed.

I. Questions and Answers:

1. How often do you typically have last-minute/unplanned in-person needs?

A: Infrequently, however, airports are a dynamic industry and unplanned in-person needs will come up from time-to-time. All efforts will be made to schedule sessions in advance when possible.

2. Do you anticipate ongoing advertising needs while the branding process is happening? Or is that something you'd like to wait to do until after the brand identity efforts are completed?

A: We anticipate ongoing advertising needs prior and concurrent to the exploration of a branding refresh. As stated in the RFP (IV-B), the branding refresh is expected to begin with evaluation and audit of existing efforts and market research as recommended by the agency. The Commission will then decide whether to move forward with a creative redesign. Development and deployment of the advertising program and new website are priorities and are expected to move ahead while the brand exploration is underway.

3. Do you have a preference for a local agency?

A: Please refer to RFP section VI - Evaluation Criteria.

4. Regarding the website:
   1. What version of Drupal is your website currently built on?
   2. How many content types does your Drupal installation have?

3. How many pages and documents does your website have? How many of these will be migrated to the new website?
4. Do you have any custom modules? If yes, what are they, or what functionality do they implement?
5. What third-party websites and services do you expect to integrate with the new website? How will they be integrated - through an API or other methods?
6. What are your current website security standards? How often do you run scans to identify vulnerabilities?
7. What is your Drupal core/module patching cadence?
8. Where is your website currently hosted? Do you have a single or multiple environments (development, testing, production, etc.)
9. How much did you spend on website hosting, maintenance, and technical support in the past year?
10. Do you currently maintain a codebase repository? If so, where is it hosted?
11. Have you implemented a CI/CD process to build and publish code changes to the website?
12. How many developers do you have in-house?
13. How many staff members maintain the site? How many will require training?

A: Current systems and technologies may be discussed with finalists and will be shared with the selected agency. The current website is built on Drupal. The Commission is seeking industry expertise, best practices, and recommendations for a new website.

Development activities have typically been completed by the agency. Commission staff will make the majority of daily copy and content updates. Commission employees (3-4) may need to be trained on updating and adding content. Third-party websites and services integrated into the site are anticipated to include flight information displays, a flight booking agent, the parking reservation system, and more. In the future, there may be opportunities to incorporate TSA wait times, travel calculators, and other travel resources.

5. Would you be open to multiple agencies covering different elements within your Scope of Work? I.e. may we submit a proposal for website and graphic design, but not all of the aspects listed in the RPF?

A: RFP responses must comprehensively address all requirements, or they will be deemed nonresponsive. Bidders are welcome to partner to with subcontractors, identified in the Proposal, to provide comprehensive services.

6. Can you share a budget for website, graphic design, social media and media placement or even an overall budget?

A: Airport finances fluctuate on an annual basis based on airport revenue. Budgets, spending, and fees will be fine-tuned as respondents provide their fee structure frameworks and as the scope of work is developed in collaboration with the selected

agency. Past budgets may not be reflective of the anticipated budget for this RFP and are subject to change.

Media/advertising spend has historically been in the $110,000 – $160,000 range, annually. This is separate from agency fees, sponsorships, and air service development.

In prior years, website maintenance, hosting, and technical and content updates support costs were in the $8,000 – $10,000 range. The anticipated website redevelopment budget will be based upon the fee structure and expense information provided by the selected agency.

The anticipated agency budget will be based upon the fee structure and expense information provided by the selected agency.

7. Can you provide the agency fee budget for the work outlined in the RFP, beyond the previous media budget?

A: Please refer to A-6.

8. Is there a timeline for milestones related to the RFP work?

A. It is anticipated milestones and timelines will be developed collaboratively with the agency, leveraging agency recommendations.

9. Can you share existing research on the demographics/personas of your target audiences?

A. Target audiences would include those within approximately a 2-hour drive of the Airport, as well as, travelers from around the world that may visit the region. Additionally, on occasion, targeted campaigns may be utilized in other markets in an attempt to grow additional tourist/travelers to the region.

10. Can you share any results of past marketing efforts and messages (what worked well, what didn't work etc.)?

A. Marketing campaign feedback will be shared with the selected agency.

11. Is the incumbent participating in the RFP process?

A: We are unable to answer until proposal deadline.

12. Will your team be carrying the majority of the lift as it relates to updating the site copy or will you require our assistance?

A. It is anticipated the Commission will handle the majority of updates to the site copy and would have capacity to migrate some existing copy and add new copy into the new site once it is built out, but assistance may be required.

13. You mention integrating "air travel booking applications, emerging technologies like AI-powered customer service chat bots." Can you speak to any specific solutions/integrations or use-cases that you have been considering in relation to the above?

A: Many airports and companies use customer service chat bots to enhance their customer service programs. The Commission is interest in exploring digital customer service capabilities that will free up staff hands-on time for other strategic activities while delivering customer support in real-time, around-the-clock.

Air travel booking applications offer travelers a convenient way to book a flight directly from the airport's website. They can be a helpful mechanism in collecting visitor data and leads, measuring and comparing campaign effectiveness through traffic and behavior patterns, understanding which leads are most engaged, and tracking conversions. Most of these tools have customizable landing page capabilities with real-time analytics dashboards. Offerors are encouraged to conduct research and propose approaches and solutions based on their expertise.

14. Do you have any competitor/aspirational sites that align with the look and feel you are seeking?

A: Offerors are encouraged to conduct research and propose approaches and solutions based on their expertise.

15. Is the site being managed by an internal web team or external?

A: Website content updates are currently managed by the Commission. Larger formatting updates, custom features, maintenance, technical support, and hosting are currently managed through the agency.

16. Is there a need for additional functionality that currently is not present but will need to be?

A: Please refer to RFP Section IV-B-1-a for information on desired website capabilities. As highlighted in the RFP, there are opportunities to make navigation easier, offer real-time customer service capabilities on the website, maximize accessibility, more closely track advertising effectiveness through booking applications and analytics, and more. Offerors are encouraged to conduct research and propose solutions based on their expertise.

17. How do you envision your new site to change from a content/navigation perspective given the changes taking place at the airport?

A: Please refer to A-16.

18. Are you able to share website analytics (traffic, acquisition sources, etc.) for the last 12-months?

A: Analytics reports may be shared with finalists and will be shared with the selected agency.

19. Are you currently using paid media to promote organic social posts?

A: Not currently, but this has been done in the past to increase content reach and promote specific routes. It is something we'd be interested in exploring and incorporating into the advertising mix if recommended by the agency.

20. How much social media will you continue to handle in-house, versus seek agency support?

A: The majority of social media will continue to be handled in-house. Agency support will be sought around incorporating paid social media into the mix as part of the proposed advertising strategy. Social media advertising buying/deployment will most likely be incorporated into the scope of work based on agency recommendations. Social media graphic design and multimedia production and back-up support will be requested on an as-needed basis.

21. Will agency support be campaign based?

A. Please refer to RFP section IV-B for the scope of services requested. Specific outputs are anticipated to be annual/ongoing like the website, branding and messaging evaluation, and overall advertising strategy development. We will look to the agency for recommendations, but it is anticipated specific advertising and PR campaigns will feed into the overall strategy based on emerging needs around passenger leakage, garnering regional public awareness and support, specific route promotion, and more.

22. How much PR work will you continue to handle in-house, versus seek agency support?

A: The majority of PR will work continue to be handled in-house. PR support may be requested on an as-needed basis.

23. From the wording in the RFP, you are interested in exploring a brand redesign but it is not a requirement. Are you seeking a POV as part of our response in relation to the existing brand?

A: We are interested in exploring a brand redesign. Concepts and/or evaluation of current brand positioning or design are not included in RFP section V – Proposal

Content Requirements, but may be requested as part of finalist interviews.

24. Can you outline the number and types of marketing materials that you would be seeking support in integrating a new logo/messaging should it proceed forward (i.e., signage, printed materials, email marketing, etc.)?

A: A list will need to be developed in conjunction with the selected agency and would include print advertisements, a billboard, emails, display ads, the website, social media graphics, broadcast ads, and more. In the future, airport building elements like signage may need to be updated.

25. Are all marketing materials currently managed and updated by an outside agency or in-house?

A. The majority of marketing materials are currently managed and updated by the agency. The Commission would be open to editing/updating content within agency-created templates in the future.

26. What counties/states/regions are you currently marketing to?

A. Please see A-9.

28. How critical is Blacksburg to your messaging/airport name?

A: There will be no changes to the Roanoke-Blacksburg Regional Airport name.

29. How are you currently measuring the success of digital and traditional marketing channels/efforts?

A. Success metrics/KPIs may be shared with finalists and will be shared with the selected agency. Examples of current success metrics include impressions (social media, advertising), site traffic, follower growth (social), engagement (social media, review sites), media coverage (and comparison to prior years), tracking influential contributors, passenger load factors, leakage, community connections, and more. In the end, we will look to the agency for recommendations around best practices for measuring and maximizing marketing and PR effectiveness. In the future we'd be open to exploring metrics/tactics like sentiment analysis, perception surveys, conversion rates, backlink tracking, etc.

30. Are you seeking the marketing agency to lead/support efforts to bolster community relations and education efforts (engage regional business community/events/event sponsorships)? While listed within IV-A, these were not listed as services to be provided by agency in section IV-B so we wanted to clarify.

A: Community relations, events, and event sponsorships will continue to be handled by the Commission. Exploration, development, and deployment of a potential fly local advertising campaign with an education component on the value of using the local airport would be led by the agency in collaboration with the Commission. It is anticipated messaging for all outreach activities – paid, earned, community events, etc. – would be fleshed out collaboratively to ensure cohesion.

31. Similarly, does the Commission manage its organic social media platforms or is it seeking the agency partner to manage (content strategy, content development, posting, engagement)?

A: Organic social media will continue to be a Commission effort. Strategy, graphic design and multimedia production, and back-up support may be requested on an as-needed basis.

32. Does the Commission manage earned media relations directly, or is it seeking the agency to do so on its behalf?

A: The Commission will continue to handle media relations. Media relations consulting and back-up support may be requested on an as-needed basis.

33. What are the pain points or challenges the Commission currently faces in building passenger traffic and growing air service? We imagine lack of awareness/consideration due to the cost of air travel, limits in destination and flight times are the largest factors impacting passenger travel.

A: There are many factors involved in air service development, but put simply, airlines serve a region, and choose destinations where they can make the most profit. An Airport is just a conduit – for the region's traveling public to access the global aviation system, for visitors to reach our region, and for airlines to provide the air service to the region. There are opportunities to grow awareness around the economic value to the region in using the local airport, and to advance education and awareness around how passengers and their choice to fly local can be key elements in making air service development business cases. There may also be opportunities to explore perception studies about the airlines current/recent operational performance, fares, etc., as well as about the airport itself.

34. How have you historically prioritized targeting business travelers vs. leisure/personal travelers or do you have a priority passenger type?

A. Please refer to A-33. The Commission promotes using the Airport and supporting existing and/or new air service. We appreciate all travelers, especially those who fly ROA.

35. Do you have an update on when the 20-year master plan might be released? That plan could provide good insights related to a recommended marketing program.

A. Not at this time.

36. Can you describe what kind of event staffing your chosen vendor would provide in terms of estimated number of events (based on goals and/or previous experiences) and number of staff needed?

A. Agency staffing at events is not anticipated. This could change in the instances if a new route is announced and an in-person event is part of the promotional campaign.

37. Has a perception study been completed regarding the economic impact of the Roanoke Blacksburg Regional Airport?

A. We are not aware of a perception study conducted in relation to the Airport's economic impact in recent years. The Virginia Department of Aviation conducts economic impact studies; the most recent report from 2018 may be found on their website at https://doav.virginia.gov/resources/forms-and-reports/studies-guides-and-reports/virginia-airport-system-economic-impact-study---2018/.

38. Has a perception study been done regarding how often planes are on time in and out of ROA, versus reality?

A. No. We would be open to exploring this in the future. Flight performance data is published by the FAA.

39. Do you have established KPIs that you are working towards? What are your success metrics?

A. Please refer to A-29.

40. Can you please list your airport growth opportunities in priority order, including air service to new destinations, increasing existing air service with additional flights, up gauging aircraft, increasing seating capacity, and introducing service from new airlines?

A. Further context may be shared with finalists and will be shared with the selected agency. Please also refer to A-33. The Commission's top priority is growing passenger enplanements, and capturing additional market share of travelers within 2 hours of ROA, which is fundamental to the opportunities listed above.

41. Can you provide more detail about the Facebook advertising campaign related to the promotion of a specific route? Can you provide specific success metrics?

A. Specific campaign performance information may be shared with finalists and will be shared with the specific agency.

42. Do you have a crisis communications playbook?

A: Yes. Existing plans and/or documentation will be shared with the selected agency.

43. What is your current marketing services spend?

A. Please refer to A-6.

44. Do you define PR strictly as earned media?

A. Currently PR efforts encompass media relations/earned media, social media (particularly engagement), online customer service and reviews moderation, identifying and stewarding Airport champions, community presentations, and more. In the future we are interested exploring PR activities like sentiment tracking, backlinks monitoring, and influencer partnerships, among others. Please also refer to A-29.

45. Do you have specific KPIs for PR?

A. Strategy documents and plans may be shared with finalists and will be shared with the selected agency. Please refer to A-29 and A-44.

46. What does your current PR strategy include?

A. Strategy documents and plans may be shared with finalists and will be shared with the selected agency. Please refer to A-29 and A-44.

47. With regards to in-person meetings, is it considered a negative, positive or impartial that the agency's headquarters is not located in Roanoke?

A. Please refer to RFP section VI for scoring criteria.

48. We do believe that in-person time is extremely valuable and essential to produce a strong partnership and solid outcomes. With this, if acceptable, we would like to define when these meetings take place ahead of time, not within a 24-hour notice. Is that acceptable?
    a. Our recommends for these at a minimum would include:
        i. Kickoff meeting and brand immersion (2 days)
        ii. Strategic planning sessions quarterly (4 times per year)
        iii. Perhaps we layer in up to 4 speaking engagements for business community presentations, advisory and focus groups, etc.? (4 times per year)

A. Please feel free to include in your proposal. Such details will be negotiated with the successful Offeror.

49. Will your evaluation be focused on selecting one agency partner or are you also considering breaking this up to a number of agency partners?

A. The Commission intends to award one non-exclusive contract as a result of this RFP, however, reserves the right to solicit or otherwise utilize services of additional firms as is in the best interest of the Commission. Federal Aviation Administration grant requirements do not permit airports to award exclusive contracts, and there is thus the possibility that additional marketing firms could be selected for marketing services.

RFP responses must comprehensively address all requirements, or they will be deemed nonresponsive. Bidders are welcome to partner to with subcontractors, identified in the Bid, to provide comprehensive services.

50. What is the makeup of your current marketing techstack? And how do you feel these perform for you?
    b. CMS
    c. Email
    d. CRM
    e. Analytics
    f. Social Media Platforms

A. Drupal is the existing CMS. For email, the Commission is a nascent user of MailChimp. There is not a CRM in place. For analytics, the Commission uses a combination of Google Analytics (web) and Brandwatch/Meta (social). The Airport is on Facebook, Instagram, Threads, Twitter, and LinkedIn. YouTube is currently dormant. We will look to the agency for recommendations around optimizing the marketing techstack.

51. Has any internal and/or external research or auditing been conducted so far on the brand as it stands today? If so, are you able to share that data with us?

A. Any available brand research will be shared with the selected agency.

52. Who is a part of the RFP review committee?

A. A cross-functional committee of Commission staff.

53. How many agencies do you anticipate participating in this RFP?

A. This information is not available.

54. Is your current CMS, Drupal, your preferred CMS for the new site?

A. There is not a preferred CMS. The Commission will look to agency recommendations that center on opportunities like user experience, mobile optimization, ease of editing/updates, ability to integrate multimedia, third-party flight information display, booking agents, and emerging technologies. Please refer to RFP Section IV-B-1-a for information on desired website capabilities.

55. What is the projected website redesign budget? And is there an ideal timeline to launch the new website?

A. The anticipated website redevelopment budget will be based upon the fee structure and expense information provided by the selected agency. While there is no specified timeline, it is a priority project.

56. Where is your website hosted now?

A. Current systems and technologies may be discussed with finalists should an interview process take place and will be shared with the selected agency.

57. How much do you spend on CMS Support, CMS licensing and Hosting annually today?

A. In prior years (subject to change), website maintenance, hosting, and technical and content updates support was in the $8,000 – $10,000 range.

58. Are there any new features, functions or content desired for the website?

A. Please refer to RFP Section IV-B-1-a for information on desired website capabilities and A-13, A-14, and A-16.

59. What peer or inspirational websites do you like or wish to benchmark as examples of what you aspire to?

A. Please refer to A-14.

60. Are you able to provide read only access to your Google Analytics account or a report so we can view what is being tracked and the general performance?

A. Please refer to A-18.

61. What is the projected annual advertising spend to be taken into account?

A. Please refer to A-6.

62. The current advertising mix is mentioned in the RFP, are you able to share the 2023 marketing and advertising flight plans? As well as any performance reports?

A. Available plans and performance reports may be shared with finalists and will be shared with the selected agency.

63. How do you feel about the performance of marketing and campaigns today?

A. Marketing/campaign performance results may be shared with finalists and will be shared with the selected agency.

64. What is the projected annual marketing agency spend to be taken into account? If this is unknown, what has the spend been and how does that translate to monthly/annual time allotment?

A. Please refer to A-6.

65. Can you provide more detail on current community relations and education efforts? A link to a previous business presentation would be ideal to get the full picture.

A. Community presentations may be shared with finalists and will be shared with the selected agency. Community presentations are a significant part of community relations efforts. Presentations have centered on education, including the role of the Airport (services provided vs. airlines, etc.), regional economic development impact, current passenger numbers, air service and load factors, how air service works, air service development, current projects and initiatives, and the Master Plan.

The Airport is active at regional chambers of commerce, planning commissions, and other civic events in the service area. The Airport maintains a presence through tabling at large community events throughout the year to educate the public on air service offerings and show appreciation for their patronage.

66. What percentage of efforts do you feel moving forward will be focused on leisure and business travel versus brand building once it is refreshed?

A: Please refer to A-9.

67. Are you able to define how much graphic design, video and multimedia net new production you'd expect from your agency partner? The RFP does mention there is an existing asset library as well. How robust is your asset library?

A. It is anticipated there will be substantial needs for graphic design, video and multimedia production, especially in the first year of the contract following an audit of existing assets. This would be defined with the selected agency. The photography

portion of the asset library is fairly robust. Video assets are nascent. The selected agency would have access to these assets.

68. What does success look like to each of the RFP and Marketing team members? Essentially, how will success be measured?

A. Specific success metrics may be discussed with finalists and will be discussed with the selected agency. It is anticipated defining success metrics moving ahead will be a collaborative effort between the agency and Commission.

End of Addendum #3