



2014 Advertising RFP Responses to Applicant Questions

Question: What are the enrollment goals for the enrollment period beginning November 15, 2014?

Answer: Enrollment goals are set by the MNSure board of directors. They have not yet taken up the question of 2014-2015 open enrollment goals.

Question: What are MNSure's plans to prioritize efforts or allocate specific resources toward the target segments listed in the RFP? If so, what segments are the highest priorities?

Answer: We have not segmented the budget in this way yet. We would like to gather additional feedback from our new vendor and Board before making those decisions.

Question: Will consideration be given to having the same agency partner do both the MNSure advertising campaign and the statewide grassroots outreach campaign?

Answer: We are open to the idea of having one agency doing both campaigns, if that is what best serves MNSure's mission. However, because we may very well choose separate partners for advertising and grassroots work, it will be important for respondents to share examples of where they have collaborated efficiently and effectively with other agencies on other integrated campaigns.

Question: Please define the work plan. Is it an outline of the vendor's strategic approach or the vendor's plan/process for completing the work?

Answer: The latter, the vendor's plan for completing the work.

Question: Is the Salter Mitchell report considered to be current information? Does MNSure foresee the need for further research and/or is there any further research currently planned?

Answer: It's the most current information we have, so yes. We soon will have a more current quantitative survey that will be done by Daves Research, but that data won't be available until after this process is over. We are open to doing additional research, if vendors can make a persuasive case that our research and other research is insufficient to inform an effective campaign. As noted in the RFP, we also would like to test messages in focus groups.

Question: Are there revenue or size requirements for the agency partner?

Answer: No. There are no formal size requirements, but we will want to make sure that an agency has sufficient capacity to do excellent and timely work on this large campaign.

Question: Is there a mandate by law for the state to put this work up for RFP?

Answer: Due to the anticipated cost of the work to be completed, MNsure board policy requires the contract to be competitively bid. We also think competition incents vendors to bring us their best teams and ideas.

Question: What is the impact of anti-Obamacare groups on enrollment, and is it considered necessary to develop strategies and messages that directly address these groups and the information they are communicating?

Answer: MNsure is not focused on the impact of the policy debate surrounding the ACA. The objective of this campaign is not to engage in policy disagreements about the ACA. The objective of this campaign is to help Minnesotans find and access affordable health coverage to protect themselves and their families.

Question: What is the rationale for specificity of “six focus groups for creative testing”? Have specific group demographics or psychographics been identified?

Answer: MNsure believes that any messages developed as part of an ad campaign should be market tested with the audience for whom they are intended. Specific groups have not been identified. We would like to seek the expertise of our new agency partner about the best approach to this message testing.

Question: Approximately how many proposals does MNsure anticipate receiving? How many do you expect to interview in person?

Answer: We have no way to predict how many proposals we expect. We anticipate interviewing 2-3 agencies.

Question: On page 4 of the RFP, MNsure states that responders must include an example of a collateral item aimed at the uninsured and another aimed at a re-enrollee. Are you wanting original creative specific to MNsure or can they be from similar campaigns the vendor has done for other state exchanges?

Answer: The intent of this requirement is to see the types of graphic design an agency can produce and idea of how agencies or organizations target to specific demographics. It is not explicitly required that collateral pieces be specific to MNsure.

Question: Are there key markets in Minnesota we should plan to include?

Answer: All key markets are outlined within the RFP.

Question: Is there a small business subcontracting requirement?

Answer: No.

Question: Is there a limit to the number of key personnel?

Answer: No.

Question: Is there a limit to the number of subcontractors?

Answer: No.

Question: Has MNsure considered tax professionals as a conduit for enrollment in the past?

Answer: Yes.

Question: Is there an established budget?

Answer: The budget for the media buy as part of this Advertising campaign is approximately \$2M. There is no firm budget for creative development or staff costs. Past RFPs and contracts on the MNsure website may be informative.

Question: How much of a role does MNsure envision the contractor having on the social marketing and social content creation component of the campaign (Task 1)?

Answer: The contractor will provide key support and guidance for any social marketing.

Question: The media budget is listed as “at least \$2 million.” Is there a cap we should stay under?

Answer: At this stage, \$2 million should be considered the cap. Exact dollar figures will be ironed out in negotiation with a selected contractor.

Question: Is there a document of past campaign performance metrics or lessons learned that MNsure could share that would provide information on best performing media tactics from the first enrollment period? Ideally this document would also provide information on digital click through rates, cost per clicks and/or conversions.

Answer: That information will be available after a partner is selected.

Question: Will the website administrator allow the agency to place digital advertising tracking pixels on specific site pages to allow optimizations/targeting?

Answer: We're not sure what state policy is on that issue, so we're unsure at this stage. We will do additional research and consult with our new agency partner before making a decision on that issue.

Question: Please describe in detail “diverse communities and demographics that are typically uninsured.”

Answer: This resource supplies a detailed answer:
https://www.statereforum.org/sites/default/files/profilemuninsured_vl.pdf

Question: Please describe in detail “diverse communities and demographics that are typically underinsured.”

Answer: This resource supplies a detailed answer:
https://www.staterforum.org/sites/default/files/profilemnuninsured_vl.pdf

Question: To what extent is MNSure interested in targeting individuals who are currently self-insured on the private marketplace but not through MNSure?

Answer: MNSure is interested in enrolling any individual or business owner who is looking for comprehensive and affordable insurance.

Question: Has any research been conducted since open enrollment closed to assess the enrollment experience and feelings toward MNSure?

Answer: That research is in progress. As mentioned earlier, Daves and Associates is conducting a quantitative survey on MNSure’s behalf. Those new findings will be available after this RFP competition is completed.

Question: Has any research been conducted since open enrollment closed to assess plan satisfaction?

Answer: Not at this time.

Question: How successful was the last campaign in terms of enrolling target audiences?

Answer: MNSure exceeded its overall enrollment projections by almost 100,000. MNSure’s long-term stability is also dependent on attracting and enrolling individuals into private, non-public, plans. That being said, the previous campaign focused very heavily on brand awareness. We have since learned that a focus solely on brand awareness is not a sufficient way of enrolling individuals in health coverage through MNSure.

Question: Has the overall customer experience improved for shopping and enrolling? Are there any challenges with technology, system or process remaining? Are there new challenges?

Answer: The customer experience has improved significantly since late 2013 and early 2014, but it still needs to improve significantly before we will be satisfied. The effort to improve technology, system and process issues remains intensive. We hope that new partners working on those areas will help us make good progress prior to the open enrollment launch.

Question: What is the composition of the uninsured in Minnesota in terms of geography and ethnicity? Is there a map of insured/enrollment density? How did this change after the first enrollment?

Answer: The last survey showed over 8% of Minnesotans lack health coverage and the rate of uninsured is higher in single adults and ethnic minorities compared to the general population. This resource may be helpful:
https://www.staterforum.org/sites/default/files/profilemnuninsured_vl.pdf

Question: What does re-enrolling mean? Does MNsure re-enroll individuals with qualified health plans or does the insurance company re-enroll? Who re-enrolls MinnesotaCare and Medical Assistance enrollees?

Answer: "Re-enrolling" means having individuals who enrolled through MNsure re-enroll for the upcoming calendar year. MNsure re-enrolls individuals in Qualified Health Plans, MinnesotaCare and Medical Assistance.

Question: How will the language translation be handled? Which languages are a priority, e.g. Spanish, Hmong, Somali, etc.?

Answer: Translation services will likely be handled by the State of Minnesota.

Question: Does MNsure have e-mail addresses that may be used to communicate with current enrollees?

Answer: Potentially. We are still exploring that possibility.

Question: Does MNsure plan having a presence at upcoming events such as the State Fair?

Answer: Yes.

Question: If the focus on driving enrollment or overcoming enrollee concerns about not being able to enroll?

Answer: The focus is on driving enrollment.

Question: For social media efforts, does the ad agency act as community manager or are social media sites managed by MNsure staff?

Answer: Social Media sites are managed by MNsure staff. We would like our agency partner to provide us with strategic counsel related to that work.

Question: Will MNsure share the results of previous 2013-2014 campaign evaluations?

Answer: Yes. They are available on our website at <https://www.mnsure.org/about-us/rfp-contract/index.jsp>.

Question: Will the ad agency have access to MNsure.org analytics?

Answer: As they are available, yes.

Question: Regarding "partner organizations, including grantees, brokers and agents," can MNsure explain the structure and number of entities this refers to?

Answer: MNsure's partner organizations include navigators, certified application counselors, brokers and agents. These are all consumer assistance partners that choose to help to enroll consumers in health coverage through MNsure.

- Navigators are nonprofit and for-profit entities that are obligated to help any consumer that contacts them successfully enroll in health plans through the MNsure marketplace.

They are compensated for their work on a per-enrollee basis (for example, Catholic Charities).

- 973 certified navigators, 177 navigator organizations
- Certified Application Counselors (CACs) help people apply and enroll in the context of their daily job duties and are not compensated for assisting consumers (for example, a hospital).
 - 344 Certified Application Counselors, 82 CAC entities
- Brokers and agents are independent partners that help consumers enroll in health plans through MNSure and are compensated by the carriers.
 - 2,220 MNSure certified brokers and agents

MNSure also is in the process of issuing \$4 million in Outreach and Enrollment grants which navigators, CACs, brokers and agents are eligible to apply. These grants begin September 2014. Grantees are required to partner with MNSure-led outreach and enrollment campaigns.

Question: MNSure asked for speculative ideas for collateral pieces. After reviewing current printed and online collateral, we are curious what MNSure specifically believes is falling short or can be improved?

Answer: That's a question we will be posing to respondents. We would welcome respondents' candid observations and their evaluation of our past work, because that kind of constructive critique will help us understand how respondents think and how we can improve. We asked for these items to get a sense of the contractor's graphic design creativity and skill.

Question: Why did MNSure choose to focus on collateral instead of an overall mass media campaign theme?

Answer: We asked for ideas for collateral pieces to get a sense of graphic design capabilities. If respondents want to share ideas about an overall mass media campaign theme, we welcome that. The sections dealing with strategy would be an appropriate place for that.

Question: Does MNSure consider the American or Native Indian audience to be of similar importance as other audiences such as Hmong, Somali, Hispanic, etc.?

Answer: Yes.

Question: What will the re-enrollment process be?

Answer: The re-enrollment process will be similar to the initial enrollment process.

Question: Does MNSure plan to repeat the research it performed in 2012 with Salter Mitchell as a follow-up to state perceptions?

Answer: See answer to similar question above.

Question: Can MNSure give us an idea of what its specific goals and objectives are in terms of enrollment numbers?

Answer: Enrollment goals have not been set. Our objective is to see a year-over-year increase in enrollment with the eventual goal of getting all Minnesotans comprehensive, affordable health coverage.

Question: How successful has the past communications plan and advertising been in terms of meeting MNSure enrollment goals last year?

Answer: While we have not yet completed a post-campaign evaluation (i.e. done after the close of open enrollment), we did do a mid-campaign check-in in at the beginning of 2014, which is available here: <https://www.mnsure.org/about-us/rfp-contract/index.jsp>. The January 2014 mid-campaign check-in found that we were making progress on brand awareness, but not persuading people to enroll. Since the time of that mid-campaign check-in, it is important to note a) we did ultimately reach our enrollment goal after a surge of interest near the end of the open enrollment period and b) we have made a strategic shift to make sure that the year two campaign is focused on driving increased enrollment, as opposed to only driving brand awareness. Brand awareness is necessary for reaching our enrollment goal (if people don't know about us, they won't know to use us to get enrolled). In that vein, brand awareness gains are not unimportant. But brand awareness alone is not sufficient to reach MNSure's enrollment goals, so we want to remind vendors that increased enrollment is our goal, not simply brand awareness.

Question: Should we use the \$2M number as the budget for media planning and cost estimates?

Answer: Yes. That may be adjusted in the future, but for the purposes of this RFP response, use the \$2 million cap.

Question: Under Proposal Content #4, is the “solution” a strategic approach or creative or both?

Answer: Please describe how you will help us meet our objective. This could be solely strategic, creative, or both.

Question: Is there more specific psychographic/demographics information for the “young adult” target MNSure is trying to reach?

Answer: Those 18-34 years of age who lack comprehensive, affordable health coverage. This Robert Wood Johnson Foundation research profile may be useful:
http://www.rwjf.org/content/dam/farm/reports/issue_briefs/2013/rwjf407851

Question: Regarding the timeline of the RFP, it's unclear what the expectations would be if an agency is selected for an interview. Can MNSure clarify its intentions?

Answer: The intent of the interview is to meet the contractor face-to-face, and have them present their proposal to the selection committee. It would give MNSure the opportunity to ask questions of the finalists and would give the finalists an opportunity to hear feedback from their proposal. We do not plan to give the finalists an additional assignment between the initial RFP response and the finalist interview.

Question: Regarding Task 2, Development of Collateral Materials, which references “a comprehensive list of needed materials is still under development, and will be informed by both the marketing and outreach vendors.” In order to put together accurate numbers for development, design of collateral materials (excluding printing/fulfillment), could MNsure provide an estimated number of needed materials based on the comprehensive list that is being developed?

Answer: The answer varies on objective, timeliness, and availability of resources. We may foresee the need to create collateral materials targeted at brokers, navigators, grantees, specific ethnic communities, specific geographic communities, and general items, just as an example.

Question: Regarding Task 3, Media Buying Recommendations, Negotiations and Placement, which references “the selected vendor will devise a paid media plan to achieve a best value for the investment and that the plan will include statewide placements as well as strategic placements to reach target populations.” Considering that this is Phase I in creating a comprehensive marketing campaign and the request for a detailed media plan and itemization before creative concepts have been developed, gone through focus groups and approval, will there be flexibility in changing/updating, evolving the sample media plan we will include as concepts become more concrete?

Answer: Yes.

Question: Regarding Task 4, Promotional Strategies, which references “the vendor shall seek to conceive and create unique promotional opportunities or events to increase enrollment as a component of the marketing campaign.” It appears Task 4 is strictly the generation of concepts, assessments and recommendations of concepts and promotional opportunities while working with the chosen outreach vendor and other partners. Is it correct to assume the costs to actually implement these events and promotional opportunities will not be included in the response to this RFP?

Answer: Generally yes, but that will depend on the activity devised by the contractor.

Question: We notice MNsure is looking to place ads on television, radio and digital but did not see mobile anywhere on the list. We are wondering if the mobile medium will be considered for this plan. Please comment.

Answer: We would consider mobile advertisements.

Question: Is MNsure able to buy direct? Vdopia is a mobile vendor which has partnered with several publishers. Our agency has an extensive site list for the clients to choose from which is 100% transparent. Would mobile video be of interest to MNsure? Does MNsure has its own first-party data or would it like to layer on third-party data to reach the appropriate audiences? Will Vast tags be utilized?

Answer: If you think this would be of benefit to MNsure, we'd encourage you to offer the idea in your response. We have an open mind about it, but would want to learn more and see effectiveness data.

Question: What level of tracking will be provided for digital campaigns? Will there be re-targeting pools available? Will there be an ability to place conversion pixels on account registration and other pages for the purposes of optimizing to specified KPI's?

Answer: As noted above, we are researching state policy on that question. After learning more and getting advice from our new agency partner, we will make a decision on that. We haven't made a decision yet.

Question: We have found through other ACA outreach campaigns that a significant percentage of uninsured and under-insured prospects use a mobile device as their only connection to the Internet. This is particularly true in certain ethnic groups, as well as among younger individuals. In such campaigns, we have found that mobile is an excellent way to build awareness and engagement, but it falls short on conversions and enrollment. We'd like to include such tactics as click-to-call, connect with navigators, event sign-up, etc. Is it possible to have a dedicated phone number(s) for the purpose of building, tracking, and optimizing such campaigns?

Answer: yes.

Question: Will we have access to lists of navigators, and if so, can we build digital campaigns that connect directly to navigators (via phone or in-person meeting) for those who are uncomfortable or unable to complete a conversion through MNSure.com?

Answer: There is already a well maintained list of navigators available on MNSure's website. At this stage, we are open to the idea of learning more about the possibility of having digital executions connect to Navigators, but we need to further explore the feasibility of that approach with the Navigators and others.

Question: Are there specified brokers that MNSure is working with, and should a digital campaign include a mechanism to connect directly to these brokers?

Answer: All Brokers who use MNSure are required to be licensed. This can also be found on our website. At this stage, we are open to the idea of learning more about the possibility of having digital executions connect to Navigators, but we need to further explore the feasibility of that approach with the Navigators and others.

Question: The RFP mentions an early July start, with media campaigns to begin in October. Is there any media activity (digital) envisioned before 10/1? For example, we would recommend doing general awareness campaigns, in addition to creative testing and surveys that could greatly increase the statistical relevance of the focus groups that will take place.

Answer: Our timelines are generally flexible. We are open to your recommendations.

Question: Is there a specific focus on subsidy eligible (or above) vs. Medicaid expansion audiences? Our data is segmented based on %FPL, so we could either allocate proportionally based on audience reach, or follow MNSure's direction regarding how to allocate digital media spend among these two audiences.

Answer: The focus is on increasing enrollment for all Minnesotans. This includes people eligible for Medical Assistance, MinnesotaCare or a private health care plan.

Question: Can an out-of-state ad agency submit a proposal in response to the RFP?

Answer: Yes.

Question: Can a specialty ad agency submit a proposal in response to the RFP? For the past 20 years, we have been a radio-only marketing agency whose clients are direct response but we're uncertain if MNSure has an interest in an agency such as ours. Please comment.

Answer: Yes. As the RFP notes, we believe a multi-media approach is necessary to achieve MNSure goals, but any agency is free to respond to the RFP.

Question: Is MNSure seeking one agency to create a single ad campaign?

Answer: MNSure is looking for a contractor who can best help us meet our goals. Partnerships are allowed under the scope of the contract.

Question: What insights can MNSure share regarding the building of a marketing database and the underlying profiling of each prospective member? It would be helpful for us and others to understand how much of this RFP is 'marketing' and how much is 'advertising.' In the end, we believe an integrated approach is the most effective both short term and long term for MNSure but without the foundation to support these efforts, marketers tend to annually try something new without drawing on the historical data needed to hit a homerun. Please comment.

Answer: Our goal is to enroll the largest number of Minnesotans, and we are looking to vendors to supply their best ideas for doing that, including the mix of marketing and advertising approaches that they recommend. We do have information about currently enrolled members, but it is not clear what if any information we can use for marketing purposes. We are currently exploring that issue.

Question: What other metrics are important to MNSure and its board?

Answer: Board metrics for all board meetings are available on our website. They include metrics about our website, our call center, and enrollment. More information can be found here: <https://www.mnsure.org/about-us/directors/board-meeting-materials.jsp>

Question: Based on enrollment to date (223,000+), can MNSure provide any further Year 1 breakdowns beyond QHP, MinnesotaCare and Medical Assistance, as well as age? Are there any deeper audiences or geographic trends to note?

Answer: At this point, we do not have any additional information.

Question: Can MNsure please share a library of Year 1 campaign elements for reference?

Answer: The vast majority of our campaign elements can be found on our YouTube channel at <https://www.youtube.com/channel/UC0MURlzvxDrhvhxiHk7qjig>.

Question: What were the marketing metrics used to evaluate the success of the Year 1 ad campaign? Were these metrics hit? Can MNsure share the Year 1 campaign results report?

Answer: Marketing metrics are still being finalized as we close out budgeting for 2013-2014 open enrollment. As mentioned, there was a study done in January that is located on our website.

Question: What was the budget breakout and media spend for Year 1 (by dollar or by percentage)? Were additional media dollars spent above and beyond the initial \$1.5 million allocation?

Answer: As of April 1, 2014 total expenditures for public awareness and education were \$3,543,946.

Question: Did the Year 1 campaign with BBDO come in at budget in both agency fees and paid media expenses and as outlined in their publicly available contract on the MNsure website? Were there contract addendums executed and are those addendums available?

Answer: No. The only addendum to the BBDO contract is posted on the MNsure website.

Question: What Year 1 campaign elements worked best and why? What elements didn't work and why?

Answer: An integrated approach was used, and it's virtually impossible to isolate the effect of individual campaign executions. We are preparing to do research to learn about tactic-by-tactic recall, but even that information doesn't precisely answer this question because it goes to recall rather than effectiveness.

Question: Can MNsure share the Google analytics or provide insight on where web traffic was and was not originating, i.e. sites, networks, etc. (looking for information beyond some of the city distinctions noted in the board meeting presentations)?

Answer: Our Google Analytics provides visits by continent, sub-continent/region, country, or city. A breakdown by city is provided in the MNsure Dashboard and posted to our [website \(https://www.mnsure.org/about-us/directors/board-meeting-materials.jsp\)](https://www.mnsure.org/about-us/directors/board-meeting-materials.jsp) along with other website metrics.

Additionally, our Google Analytics data shows that from Jan 15, 2014 to May 29, 2014 the top 10 service providers sending traffic to the mnsure.org web pages are as follows:

1. state of minnesota
2. qwest communications company llc
3. comcast cable communications holdings inc
4. charter communications

5. (not set) [information not available]
6. comcast cable communications inc.
7. frontier communications of america inc.
8. mediacom communications corp
9. midcontinent media inc.
10. t-mobile usa inc.

For the same date range, the top 10 sources to the mnsure.org website are:

1. (direct) [mnsure.org]
2. google
3. bing
4. auth.mnsure.org
5. surveymonkey.com
6. google
7. yahoo
8. dhs.state.mn.us
9. id.mnsure.org
10. links.govdelivery.com

Question: What insight can MNSure share in regards to Year 1 campaign performance by channel? What worked and what learnings did MNSure have (i.e. search/SEO, display advertising, advertising, social, promotions, events, partnerships, etc.).

Answer: As noted above, an integrated approach was used, and it's virtually impossible to isolate effect of individual campaign executions and media channel. We are preparing to do research to learn about tactic-by-tactic recall, but even that information doesn't precisely answer this question because it goes to recall rather than effectiveness.

Question: Please describe the efforts to reach diverse populations in Year 1 from an advertising perspective? What worked and what didn't? Were the ads with Barkhad Abdi effective?

Answer: All collateral pieces were translated into several languages, we had advertisements on ethnic radio and television, outreach liaisons who worked closely with different ethnic communities, and a variety of other techniques. Again, MNSure's past marketing campaign was an integrated approach and thus it is difficult to assess specific aspects of the general campaign.

Question: What concerted marketing pushes (March to Enroll, Invincibles Week, Somali Outreach, 20 Stories/20 Days, etc.) were most successful and why? What worked and what didn't work and why?

Answer: An integrated approach was used, and all of these events worked together to reach different audiences in different ways. As a result, 60 percent of total 2013-2014 enrollment happened in the month of March. That being said, we did not isolate effect on an event-by-event basis.

Question: Please describe the successes and challenges associated with the Navigator program in 2013.

Answer: There isn't a simple concise answer to this question. The Navigators were clearly hampered by challenges with the website and call center. The Navigators also learned a lot about what was and was not effective in terms of reaching out to key audiences. Having said that, the Navigators also were very instrumental in helping MNSure exceed its enrollment goals. It was a successful program last open enrollment period, and we expect that it will be better informed and more successful in the second year of MNSure.

Question: Please describe the successes and challenges associated with Grassroots outreach in 2013.

Answer: The Grassroots Outreach campaign was combined with the marketing campaign. It was not as effective as we would have preferred which is why there are separate RFPs for that aspect of the marketing campaign this time.

Question: At the end of the campaign, MNSure ran testimonial ads. How were those testimonials secured (direct from MNSure or via partners) and is there a growing bank of consumers (across segments) willing to share their stories?

Answer: Staff and a vendor interviewed enrollees that we could potentially feature, and we jointly evaluated which stories best achieved our strategic goals. We continue to monitor other enrollee stories that could potentially be told, if testimonials again play a role in our year two campaign.

Question: Does MNSure anticipate it will be easy to secure additional testimonials including those that are already public domain?

Answer: Yes, there are people willing to tell their stories.

Question: What were MNSure's greatest Year 1 marketing/advertising learnings?

Answer: It's difficult to say what the greatest learning was. But one very significant learning was this: Brand awareness alone is not sufficient to meet MNSure's enrollment goals. Therefore, a campaign focused on brand awareness alone, and not enrollment-oriented persuasion, is not sufficient.

Question: What is the number one thing MNSure would do differently in Year 2 related to marketing/advertising that it learned in Year 1?

Answer: One very important thing to do in year 2 is to identify the top barriers that are preventing Minnesotans from enrolling, and use our campaign to break down those barriers.

Question: Executing pre-campaign/informative market research was part of Year 1's campaign development (at least scoped in last year's RFP). Can MNSure share this research and key findings?

Answer: Yes. It is available at <https://www.mnsure.org/about-us/rfp-contract/index.jsp>.

Question: Does MNSure have any qualitative information or qualitative data on how each of the target populations perceives MNSure at this moment (beyond maybe the obvious associated with the technology issues that are well documented)?

Answer: We do not at this time. We anticipate working with the selected advertising vendor on qualitative research before the beginning of the upcoming advertising campaign.

Question: While nothing is certain, is the MNSure marketing team confident that the technology issues last year will be resolved and not be a barrier next year?

Answer: The customer experience has improved significantly since late 2013 and early 2014, but it still needs to improve significantly before we will be satisfied. The effort to improve technology, system and process issues remains intensive. We hope that new partners working on those areas will help us make good progress prior to the open enrollment launch.

Question: Are there plans for a mobile version of MNSure? If not the portal, even the informational site?

Answer: Potentially. No decisions have been made on a mobile version of MNSure at this time.

Question: Will MNSure provide translation support and resources or is that the responsibility of the agency partner (and for those respective costs to be built in to the response)?

Answer: MNSure is expected to provide translation support.

Question: There was an abundance of media coverage around MNSure in Year 1 that is sure to carry into next year's enrollment. To what degree should the responding agency account for earned media/media relations support vs. what internal resources will handle? Proactive/reactive?

Answer: MNSure has a robust external affairs division that includes a media relations coordinator, a communications analyst and others that will continue to lead MNSure's communications efforts. MNSure's internal team will be expected to work closely with the selected vendor on messaging, timing and other aspects that would have an effect on media coverage.

Question: Does MNSure use GovDelivery for direct communications with consumers? What email and digital campaign management technology is in place? How was it used in Year 1 and is it being used between enrollment cycles?

Answer: Yes. We use GovDelivery to communicate with many stakeholder groups including with navigators, brokers, local media, and those who receive our weekly newsletter. We continue to work closely with GovDelivery to expand our subscriber base and would welcome a discussion with our vendor on how to integrate our efforts with other aspects of the campaign.

Question: MNsure is available to small businesses and these companies are briefly mentioned in the RFP. However, they are not specifically called out as part of the key objectives. To what degree does this year's campaign need to directly speak to these businesses? What are the goals/metrics associated with reaching this audience? What percent of the outreach should target small businesses?

Answer: Our target audience is all Minnesotans who would benefit from affordable, compressive health coverage. This includes small business owners and employees of small businesses. Goals and metrics for this demographic have not yet been determined and the amount of time spent on outreach would be determined by a vendor's proposal.

Question: While MNsure provides a paid media budget of at least \$2 million, is there an overall budget or budget range it seeks to hit, accounting for all tasks (fees and expenses combined) listed in the RFP?

Answer: There is not. Our past contract with our marketing and advertising vendor is available on our website and may help in informing the questioner.

Question: Regarding Task 1. Please clarify on page 4. Three campaign evaluations – one before launch, one during the campaign and one following the campaign's completion. Is this a reference to benchmarking MNsure awareness and attitudes? Statewide, among target populations, against specific media? Should the agency budget and scope out of this quantitative pre/during/post work or is that handled in a separate RFP?

Answer: The vendor should be prepared to assess progress against goals and objectives three times throughout the course of the campaign. How the vendor intends to do that is up to them. The purpose of the evaluations is twofold: 1) to assess the campaign as it is underway and 2) to allow the campaign to shift focus or adjust based on reception or outcomes. MNsure has already begun a quantitative survey before launch.

Question: Regarding Task 1. Are there any additional parameters associated with the focus groups for creative testing (diverse populations, geography, previous MNsure experience, etc.)? We're asking for specifics knowing Year 1's creative testing was noted when last years campaign launched.

Answer: No, we plan to work with the selected vendor on the best way to proceed with focus groups.

Question: Regarding Task 2. While we understand the final list of materials is still under development, can MNsure please share an initial list of must-haves to help inform more precise planning and budgeting?

Answer: Generally, we need materials that speak to the general population, and our target audiences including, but not limited to: re-enrollees, uninsured or underinsured and those who typically must overcome obstacles to obtain coverage (e.g. technology, language barriers).

Question: Regarding Task 2. Upon executing Task 2, what and how many materials does MNSure seek its agency partner to create vs. simply providing creative and content for internal production?

Answer: If the question is asking whether the vendor will be asked to pay for printing, the answer is no. MNSure seeks design and creative content for collateral materials that we will print outside the scope of this contract.

Question: The RFP asks responders to include an example collateral item aimed at the uninsured and one aimed at a re-enrollee. Can MNSure clarify this request is a reference to creating specific collateral for MNSure vs. previous work. If for MNSure, what are the expectations around the stage of creative development for collateral (full copy and design vs. conceptual idea vs. other)?

Answer: Items are not required to be specific to MNSure although that would certainly be accepted. Conceptual ideas would be sufficient.

Question: What format are most co-branded materials created in for community partners? What percent of materials require or have co-branding?

Answer: Most co-branded materials are in print form and advertise enrollment opportunities. Very few collateral items are co-branded at this time. It is something MNSure will be exploring more of during this open enrollment period (including additional, non-print formats).

Question: Proposal Content-Response to Questions. In Section 4 and the reference to including a sample media plan that demonstrates an approach to reach targeted diverse, multi-cultural and “hard to reach” populations, does MNSure seek a sample media plan for Year 2 or a sample media plan from previous agency experience?

Answer: MNSure seeks to know how you would create a media plan that is effective in reaching people who are typically difficult to reach. It could be a media plan that outlines MNSure’s potential Year 2, or it could simply demonstrate your experience in doing this effectively for another client.

Question: Regarding the 15-page count. Do the requested example collateral items (Task 2) count towards the 15-page limit? Does the cost proposal count as part of the 15-page limit even though it’s a separate document? Do all answers to questions in Attachment A count toward the 15-page limit? Does the example results report required as part of answering the questions in Attachment A count towards the 15-page limit?

Answer: The cover letter, short biographies, work samples and required forms in section 7 are excluded from the page limit. Proposals must be submitted with single spaced text in 11-point font with 1-inch margins and pages consecutively numbered.

Question: What does the internal process look like for reviewing campaign materials? How much time needs to be built into the work plan/timeline for reviews?

Answer: MNSure understands the importance of being responsive to vendors and thus will work closely with the vendor to ensure campaign materials are reviewed and approved in a timely manner. The exact amount of time depends on the item(s).

Question: Does the response need to follow the content order as outlined in the RFP?

Answer: The response should be easy to follow and evaluate. The vendor should keep this in mind as it creates their proposal.