

# Institute for Public Service Strategic Marketing Plan (Phase 1) 2018 - 2021

## Summary

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The University of Tennessee (UT) Institute for Public Service (IPS) is the public service outreach organization for the UT System. Fulfilling the system's land-grant mission to provide education, research and outreach for the state, IPS serves business and government to improve the lives of Tennesseans. This mission of service is carried out by the institute's six agencies – the Center for Industrial Services, the County Technical Assistance Service, the Law Enforcement Innovation Center, the Municipal Technical Advisory Service, the Naifeh Center for Effective Leadership and the Tennessee Language Center.

Many of the agencies are known to their customers, but the marketing challenge remains for customers who are unaware that these agencies are part of a larger organization with broader reach across the state. A statewide listening tour with stakeholders revealed the following:

- Lack of awareness of IPS programs, personnel and other services/resources
- IPS is the best kept secret in Tennessee
- (Needs) increased marketing
- Online and email marketing for partner organizations would help
- (More) awareness of work within stakeholder's companies
- Better advertising of services to local officials
- People need more information on IPS umbrella and their services—people only know agencies like MTAS
- (Needs) social media and online presence

Hearing feedback such as this from employees and stakeholders led the strategic planning team to adopt the goal to: **Communicate the impact, value and story of IPS**. A micro-goal falling in this area is to establish an overall external and system-wide marketing strategy, which this team was tasked to accomplish.

## Purpose

The purpose of this plan is to raise visibility and demonstrate relationships of IPS and its agencies through brand identity and consistent messaging.

## Research

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The marketing micro-goal team used feedback from each of the strategic plan listening sessions. The team reviewed the feedback and pulled out the comments that specifically relate to communications and marketing (Appendix A). Team members also participated in a two-day planning session where they conducted a SWOT analysis (Appendix B) and identified their competitors and target markets.

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## **Target Audience**

### **External**

1. TBR
2. Board of Trustees
3. Legislators
4. Manufacturers
5. Chambers
6. Economic developers
7. Local Government Officials
8. County and city staffs
9. Advisory Boards
10. Local and professional associations
11. State departments and agencies
12. State commissioners
13. Law Enforcement officials
14. Statewide media

### **Internal**

1. System Leadership
2. Key System and Campus Staff
  - Chancellor's Staff
  - Department Heads
  - Deans
3. IPS Staff
  - IPS Leadership

## **Competitors**

1. Lipscomb Sparks Center and other groups that provide leadership training
2. National associations and some universities that provide municipal and county consulting (NACO, etc.)
3. Community colleges in Tennessee
  - other four-year schools
4. Private consulting groups
5. Other professional associations
6. Other development districts – nine regions
7. Online learning
8. Other university departments
9. Tennessee Chambers of Commerce

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## Strategy

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Planning meetings along with review of the research led to the formation of three distinct goals to help fulfill the purpose.

- 1. Create a brand vision**
- 2. Develop and implement a marketing system**
- 3. Educate employees on the marketing system and use the system to promote IPS externally across the state; and within the UT system**

Goals and Tasks:

1. Create a brand vision  
In order to advance awareness of IPS as a whole, we need to establish consistency in logos and messaging. This goal will lead to brand a brand structure that includes correct use of logos, style guidelines and consistent messages. Development of this brand vision and messaging will begin Phase 2 of the strategy.
  - a. Hire an outside agency to create a brand vision and consistent messages.  
*A request for proposal appears as Appendix D. The marketing team will work with UT purchasing to bid the contract and will interview agencies.*
  - b. Implement the brand vision across the institute.  
*Once the outside agency develops branding and messaging for the institute, the marketing team will communicate the new vision to all employees, stakeholders and statewide. The new branding/messaging will appear across social media and possibly in print and broadcast advertising.*
  - c. Evaluate the impact of the plan.
2. Develop and implement a marketing system (Start of Phase 2)  
Establishing consistency will be easier for each employee with access to updated logos, presentation slides and other templates. It will also be easier for employees to work through one agency marketing and communications contact to ensure they are using the correct material.
  - a. Purchase and implement a digital asset marketing system to keep all logos, templates and photos current.  
*All employees will have access to this cloud-based system that allows them to find the most recent versions of all marketing materials.*
  - b. Appoint (or hire) a marketing person in each agency.  
*Each agency will identify needs and communicate with IPS administration and other agencies. This person will have a percentage of time dedicated to marketing and performance in this role will be including in their APR.*
  - c. Each agency will create a production calendar that will be shared with the IPS marketing and design team during the budgeting process annually.  
*This production calendar will identify all marketing materials needed by each agency and the due dates. This calendar will be used to help the agencies and the administration office communications staff plan accordingly.*

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- d. Identify platforms for telling our stories and use these platforms systematically.  
*The marketing team will determine which platforms work best to reach the target audiences for each customer base. Platforms include print and radio advertising, social media advertising and event sponsorships.*
  - e. Create metrics for marketing impact. We will create a dashboard for these metrics and the marketing person in each agency will track their data.
3. Educate employees on the marketing system and use the system to promote IPS externally across the UT system and the state.

#### Staff

- a. IPS 101 for all employees at annual conference.  
*Each agency will set up a booth at the conference to educate employees about their agency.*
- b. Training for staff on marketing and communications.
  - i. A boot camp for IPS leadership. This bootcamp will teach members of the leadership team the basics on the new branding, our messaging and available marketing tools.
  - ii. Marketing and communications road show statewide for all staff.
  - iii. Periodic webinars on such topics as social media benefits, branding benefits, telling the story, etc.

#### Customers and Stakeholders

- a. Tell IPS story to UT system and campus leaders.  
*This will be led by IPS leadership and other staff as requested in an open house-type setting.*
- b. Media tour across the state to tell our story.  
*Dr. Byrd and communications specialist Susan Robertson will visit with editors and/or staff writers at newspapers across the state.*
- c. Establish a speaker's bureau.  
*This will be made up of three staff volunteers from each grand division of the state to speak on behalf of IPS/agencies. The idea is for these volunteers to speak to civic and other clubs, that are identified by marketing team members.*
- d. Schedule a TedX event surrounding the IPS 50<sup>th</sup> anniversary in August 2021.  
*To coincide with the 50<sup>th</sup> anniversary, the marketing team will schedule a TedX or TedX-type event where we will invite speakers to address topics that are relevant for our customers.*
- e. Radio interviews on public service and the work IPS agencies does for Tennessee.  
*Will send the IPS list of expertise to statewide broadcasters and newspapers.*
- f. A leadership minute podcast recording by various IPS employees.  
*We will work with radio stations across the state to air this recording as an ad or a public service announcement.*
- g. Advertising using various platforms.

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## Measurement

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The team will develop key performance indicators before Phase 2 of the plan begins.

## Timeline

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Task	Timing
<b>1. IPS (and agency) Branding</b>	
Contract with branding firm in place	Fall 2018
Purchase and implement IPS-wide digital asset management system	Fall 2018
Implement the branding vision	Spring 2019
<b>2. Marketing System</b>	
Agency directors appoint a marketing person	September 2018
Establish KPIs for the marketing system	Summer 2018
Create dashboard and make available to agencies	Fall 2018
First (quarterly) report of KPI data to leadership team	January 2019
First set of production calendars sent to IPS communications staff	March 2019 (or sooner)
Evaluate impact of the branding/marketing plan	January 2020
Evaluate effectiveness of established KPIs and adjust as needed	January 2020
<b>3. Tell The Story</b>	
Media tour across the state	Fall 2018 and ongoing
Radio interviews on public service	Fall 2018 and ongoing
Leadership minute segment for radio	Fall 2018 and ongoing
Branding and Marketing “boot camp” for IPS leadership	Spring 2019 (to coincide with branding kickoff)
Marketing and communications “road show” statewide for staff	Spring 2019 (to coincide with branding kickoff)
Tell IPS Story to UT system and campus leaders with campus open house events.	Fall 2019
Webinars for such topics as social media benefits, branding benefits, telling the story...	Spring 2020 (to follow up on the staff “road show”)
Establish speaker’s bureau	Spring 2020
TedX anniversary event	August 2021
Advertising campaigns	Beginning Spring 2019

## **Appendix A – Listening Sessions Feedback**

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### **Stakeholder Feedback**

**Date: July 27, 2016**

**Location: Nashville**

### **Question 2: Describe What Is Working Well & Not So Well At IPS**

#### **Working Well**

- Great Communication (4)
- Excellent Communication with Customers
- Communication with my Representative—good relationship
- Good Communication with Other Agencies
- Communication Conduit→ intercedes for cities with others
- Electronic Communications
- MTAS Communication with Customers
- Open Communication at Any and All Levels
- Better Communication Process on Gathering and Providing Information
- Newsletter
- Marketing

#### **Not Working So Well**

- Lack of Awareness of IPS Programs, Personnel and Other Services/Resources (3)
- Increased Marketing (2)
- Online and Email Marketing for Partner Organizations Would Help
- Awareness of Work Within Stakeholder's Companies
- Better Advertising of Services to Local Officials
- People Need More Information on IPS Umbrella and Their Services—people only know agencies like MTAS
- Social Media and Online Presence

### **Question 3: List Characteristics that will describe the ideal IPS organization in 2025**

#### **Programs, Services, Products**

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- Well-Advertised
- Newsletters, Bulletins
- Creation of Speaking Bureau on Hot Topics
- Facilitate Cross-Sector, Cross-Jurisdictional Initiatives
- Open Flow of Ideas from One Local Government to the Next—who is doing things well?
- Help Entrepreneurs Connect Ideas and Resources (“Shark Tank”, Crowdfunding, etc.)
- Impactful
- Innovative

## **Stakeholder Feedback**

**Date: July 26, 2016**

**Location: Jackson**

### **Question 2: Describe What Is Working Well & Not So Well At IPS**

- Continuous Effort to Publish Documents Relative to Needs
- Publication Access
- Easily Assessable Documents and Educational Materials Regarding Storm Water
- Storm Water Management Plans
- Website (4)
- Good Online Information (3)
- Info Bytes

### **Not Working So Well**

- IPS Marketing
- Market Programs More
- Marketing Training Program
- External Communication on Course Information
- Mobile Compatibility of Website/Mobile app (2)
- Not iphone/ipad Friendly to Use
- Website Down Most of the Time
- Website for Course Registration Difficult

### **Question 3: List Characteristics that will describe the ideal IPS organization in 2025**

- Marketed

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- Marketing to Increase Revenue
- Effective Marketing
- Forecast Market
- Trend Research to Anticipate
- Consistent Message
- Consistent Vision
- Goal Driven (3)
- Better Key Indicators for Measuring Progress and Success
- Customer/Citizen Focused (3)
- Customer Friendly
- Cooperation with Staff
- Compatible
- Continued Strengthening of IPS-Local Government Partnership
- Better Communication and Collaboration between Departments
- MTAS/CTAS Cooperation (3)

## **Stakeholder Feedback**

**Date: July 28, 2016**

**Location: Oak Ridge**

### **Question 2: Describe What Is Working Well & Not So Well At IPS**

#### **Working Well**

- Use of advisory boards for input
- Providing education in all 3 grand divisions
- Cost of training/services very affordable or even free
- Online training (2)
- Very active in the staff/helpful
- MTAS info and communication is excellent
- Communication
- Good communication with county officials
- Annual report
- CIS outreach
- Outreach to community
- Outreach to more rural areas for event hosting
- Outreach to local government officials
- Open communication at data collection “what are WE looking for” not “what does MTAS want to collect”

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## **Not Working So Well**

- Not enough outreach to all parts
- Evolving technologies
- Communication/relationship with TML and State agencies
- You may be the best secret in NE TN...marketing
- More outward communication with UT departments
- Expand marketing and use UT marketing resources more
- Not well known by your potential users
- Need more exposure with the public sector (Helping government work for them)
- Not well understood at state level
- No explanation of how CTAS fits into IPS
- Not clear on organization, structure, and hierarchy of staff

## **Question 3: List Characteristics that will describe the ideal IPS organization in 2025**

### **Employees**

- Are Timely and Meet Deadlines
- Proactive
- Focused on Customer Service
- Great Communication
- Strong Communication: Verbal and Written
- Good Communication Skills

### **Internal Relationships**

- Clear communication
- Communication to all employees
- Open communications and coordinated systems
- Seamless communication strategy between agencies

### **How We Do Business**

- Face-to-Face will Always be Needed
- Annual Meetings Across State
- Live Person Contact for Help
- Face-to-Face is Still Necessary for Personal Connection
- Communication in an Ongoing Dialogue
- Strong Communication to External Partners on New Policies, Programs, Areas of Interest
- Better Job of Selling Certificate Program as a Career Builder to Employee and Government
- Instant Access and Facebook

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- Online Resources and Interaction
- Mobile App

## **External Partnerships**

- Open communication
- Each side listening to and understanding other's needs
- Consult with officials and their associations
- Know your users
  
- UT promotion of certificate programs as "academic" and emphasize benefits
- UT outreach to counties to recognize certificate programs as desirable.
- Every industry knows what is available
- Leading businesses in state
- Better integration of business partners
- Media about what you do

## **Image "Known For"**

- Friendly Knowledgeable Service
- Caring Organization
- Good Staff
- Professional Knowledgeable Staff
- Consulting Best Practice
- Experts
- Being the Best Organization of Its Kind
- Stellar Service
- Accurate Timely Information

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## **Appendix B SWOT Analysis**

### **Marketing Micro-Goal Team**

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#### **Strengths:**

- Part of the UT system
- Relationships of individual agencies
- Full-time resources
- Great support
- Quality
- University Printing and Mail
- People trying
- Part of the UT system
- Flexibility
- Diversity of ideas and needs
- Adaptability
- Variety of materials
- Consistency since Hannah
- Don't charge agencies for the work
- Agencies understand their customers
- Can adapt UT marketing to our institute
- Awareness and support of leadership

#### *Actions to maximize these strengths:*

- Leverage/info. from UT system's branding campaign
- "Here's what we do" video for all employees
- IPS 101 for employees
- Expand style guide for branding, voice, etc.
- Bringing in someone from UT system communications and marketing for an overview

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#### Weaknesses

- Lack of consistent branding waters down the visibility of all
- Lack of full-time resources at each agency (web)
- Lack of visibility within the UT system
- Lack of awareness of capabilities of admin. communications staff
- Lack of overall messaging
- System doesn't promote IPS
- We are not coordinating our communications efforts
- Some employees not open to new ideas
- Diversity of ideas of needs
- We are the best kept secret in Tennessee
- We are bad at pre-planning marketing needs
- Lack of transparency in communication
- Marketing efforts are very regional and/or individual across the state
- Lack of support from the top down
- Too much is decided by individuals
- A lot of dated logos, materials are accessible
- Lack of sharing of ideas
- Inconsistent variety of program logos, materials
- Inconsistent design and use
- Not taking advantage of newer platforms
- Customer management. After programs we don't talk to participants.

#### *Actions to minimize weaknesses:*

- Person in each agency for marketing
- Get employee buy in on promoting staff expertise
- System to identify most recent iteration of brochures, materials, etc.
- An integrated and consistent customer relationship management system
- Employ a marketing research function
- Production schedules for each agency and make it a part of the daily operation.
- Leadership owns making marketing a part of people's jobs.
- Set up meeting with system to better promote IPS
- Annual check-up on marketing plan
- Ongoing steering team for the marketing plan
- Marketing toolkit for employees who travel
- Market the marketing plan. Road show for employees

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## **Opportunities (that exist in the future for IPS in marketing):**

- Communication tools are constantly changing (new ones coming out). New platforms
- To be visible
- To tell our stories
- To develop a professional, yet lively, consistent look
- Make this what we want
- New and exciting tools and platforms
- Team is thinking about it and charged with it
- New training center is built
- IPS is top of mind for cities, counties, companies and communities, etc. Establish a reputation
- New life on leadership
- Work together. More inter-agency cooperation
- Re-brand
- Opportunity to clarify who we are and what we do
- Strategic plan that supports marketing as a priority
- IPS to be seen as an equal partner of the UT system
- Training center will give us a face in Nashville
- Not bragging when you tell people what you do
- For each agency to have a full-time marketing resource
- IPS is seen as a go-to resource for the media
- Opportunity to connect with new customers
- This committee is an opportunity to get out and take some customers
- Chance to improve customer service through intra-agency referrals

### *How to take advantage of opportunities:*

- Use platforms to tell our story
- Research new platforms – be on the cutting edge
- Take advantage of training center in Nashville. Use it also as offices.
- Develop a willingness to try new things and take risks and forgive mistakes.
- In-house training program for What is Communications and Marketing and how does it benefit us. Tweak it for each agency.
- Media tour across the state
- IPS overview to various system and campus leaders
- External agency come in to help with branding
- Establish a speaker's bureau
- Take advantage of the relationships we have.

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## Threats

- Lack of funding
- Lack of leadership support (when Herb retires)
- Turnover/Break in continuity in team members and leadership
- Employees never understand the importance of marketing
- State legislators
- Lipscomb Spark Center and their programs; competition
- Ignoring potential customers
- Abandoning old tools in favor of new tools
- Dr. DiPietro retiring
- Funding and sustainability
- Lack of awareness of what we do
- Giving up
- Other financial threats (recession)
- Lack of understanding of the need and purpose for marketing and communication efforts
- Plan not adopted
- Employees continue to not share their stories
- IPS left out of board restructuring (UT Focus Act)
- TBR schools trying to do their own thing
- Loss of Hannah and Susan
- Misguided perceptions (nothing will get done)
- Lost identity of IPS

## *Neutralize Threats Action Items*

- Adopting and embracing the new marketing plan
- Regular education and outreach to state legislation. Improve the relationship with legislators.
- Training leaders on marketing and government relations
- Continuing the advisory boards and giving them consistent messages and material.
- Formation of succession plan
- Make marketing plan a system
- Create an overall advisory board for legislative advocacy
- Establish more formal marketing budgets for each agency
- Establish metrics for marketing
- Training center in Nashville
- Documentation/process SOP of jobs and duties
- Make sure employees buy-in to marketing plan

# **Institute for Public Service Strategic Marketing Plan (Phase 1) 2018 - 2021**

## **Appendix C - RFP**

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### **About the UT Institute for Public Service**

The UT Institute for Public Service (IPS) fulfills the public service outreach mission for the larger UT System. The UT System is made up of three campuses at Knoxville, Chattanooga and Martin; the Health Science Center in Memphis; and two institutes – IPS and the Institute of Agriculture.

Through its six agencies – the Center for Industrial Services, the County Technical Assistance Service, the Municipal Technical Advisory Service, the Law Enforcement Innovation Center, the Naifeh Center for Effective Leadership and the Tennessee Language Center – the institute provides technical assistance consulting and training. Agency customers include municipal and county governments, law enforcement, business and industry, state government leaders and economic and community developers.

The institute employs 160 professionals who are based in 12 offices across the state. IPS's reach stretches throughout the state's 95 counties and 345 cities, and in some cases, across the nation.

### **History**

Dr. Edward J. Boling, former president of The University of Tennessee, had a vision to create an institute that would take university expertise to governments and industries across the state of Tennessee, much like the UT Institute of Agriculture assisted farmers. His idea was to bring technical assistance, applied research, consulting services, information and training to Tennesseans. As a result of his vision and recommendation, the UT Board of Trustees formed The Institute for Public Service at a special called meeting on Aug. 18, 1971.

### **Governance**

The institute is part of the UT System, which is governed by the UT Board of Trustees. IPS is led by a vice president, who reports to the UT system president. Each agency is led by an executive director.

### **Strategic Plan**

The IPS Strategic Plan, launched in March 2017, establishes a vision and direction for the next

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five years. The following goals reflect the dedication, expertise and innovation of employees and stakeholders to maintain and strengthen the institute's work with business and government across the state:

1. IPS funding will meet expanding customer needs by 2022
2. IPS will deliver best-in-class customer-focused education and technical assistance.
3. We will develop a diverse and highly skilled workforce that embodies the values of integrity, accountability and professionalism.
4. We will communicate the impact, value and story of IPS.

More information on the strategic plan is available at

<https://www.ips.tennessee.edu/home/about/strategic-planning/>

## **IPS Mission**

We serve business and government to improve the lives of Tennesseans.

## **Scope of Work**

The UT Institute for Public Service is accepting proposals from marketing/branding firms to work with the institute (and its agencies) to set the stage for an institute-based marketing platform. Along with branding recommendations, brand messaging and concept development, the firm also will establish general parameters of how the institute's agencies will use the marketing and branding strategy.

Project objectives include:

- Review of current brand and recommendations.
- Develop brand messaging across the institute.
- Develop a concept that will allow IPS and its agencies to tie into one primary theme and a concise set of common messages to be marketing statewide.

Desired outcomes:

- Increased awareness of the statewide Institute for Public Service agencies and what we do across Tennessee.
- Increased awareness of IPS and its agencies throughout the UT system.

The selected organization will be expected to develop:

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- IPS's brand platform (brand positioning statement, brand promise, brand attributes, core themes and messages) and a sub-brand strategy including differentiation between institute, agencies and agency programs.
- Core message for the institute and its agencies.
- Create a framework that agencies can tie into while maintaining their unique identities.
- At least three brand concepts that will serve as potential directions for voice and visual creative.
- An integrated creative strategy, including design approach, photographic style and new tagline.
- Mock-ups based on brand concepts and present those.
- Presentations for institute- and state-wide rollout of the marketing and branding initiative that will engage the community at important points in the process, gain support and buy-in from employees, and create understanding of the process and value of consistent brand communications.
- Deliver a multi-tier branding and messaging plan that demonstrates the value and impact of IPS.

## **Evaluation Criteria**

IPS is seeking a partner agency with extensive experience in branding and messaging. Experience in marketing for government and business audiences, and higher education is preferred. The project will be awarded based on the entire proposal submitted. The lowest cost bid is not guaranteed to win this project.

The RFP must include a clearly defined timeline that addresses the following:

- Preliminary meetings with IPS marketing team.
- Development of brand strategy.
- Development and testing of creative concepts.
- Development of the roll-out plan and measurement tools for the plan.
- Presentation of concepts to IPS marketing team and IPS leadership team.

Specifically, the institute requests that the proposal include:

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1. The methodology and timeline envisioned for examining the branding and marketing strategies and products produced within IPS.
2. Case studies of similar work done.
3. The cost and timeline for providing the services described above.
4. Any additional information important for us to consider as we begin this selection process.

Please answer the following questions in your proposal:

## ***Agency Overview/Team Experience: (200 points)***

- Provide a brief overview of your agency history, philosophy and values.
- Describe why your agency is interested in working with the institute.
- Provide details regarding your agency capabilities.
- Describe how your agency is unique and different from its competitors.
- If your firm will be outsourcing parts of the project, please list those vendors with contact information and background of their experience.
- Describe the elements of a successful agency-client relationship.
- Describe the agency's team structure and how resources would be allocated to the account, including biographies of the specific team members who would be assigned to this project.

## ***Client Overview: (150 points)***

- Provide a current client list, specifically include those in business, government and higher education, and those with whom the agency has done brand development work.
- Provide no fewer than three references from current or past clients with whom you have done similar projects.
- Include no fewer than three relevant strategic brand development case studies from current or existing clients that describe the initial state of the client's brand, the process used for defining the client's brand, and the results achieved.

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## ***Market Experience: (200 points)***

- Describe your experience with and understanding of the higher education market, specifically the outreach component of land grant universities.
- Describe experience creating a multi-system brand with organizations that may have their own branding identity.
- Provide work samples from previous strategic brand development efforts.

## ***Processes/Execution: (150 points)***

- Describe the agency's process for effectively communicating with clients during the course of a project.
- Describe the agency's process for working with clients to set and achieve goals.
- Describe how the agency will measure the project's success/return on investment.
- Directly address how the agency will meet specific goals/needs outlined in this request for proposal.
- Provide a draft project schedule based on the timeline included in this RFP.
- Describe how you will adhere to the agreed-upon timeline. If possible, please share details of a time when you strayed from a timeline and how you resolved the situation.
- Explain how you bill for services.
- Describe how you avoid cost overruns. If possible, please share details of a time when a project went over budget and how you resolved the situation.

## ***Project Cost: (300 points)***

- Describe any and all costs associated with completion of this project. Make every effort to include ALL costs.
- Please provide total project cost.
- If using subcontractors, please include any markup that will be added to their fees.

The evaluation process is designed to award the procurement based on previous experience and expertise of the firm and key members of the project team.

## **Anticipated Project Timeline**

- RFP Notifications distributed to firms –

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- Completed RFPs due –
- Notification to firms on advancing to the next round of review –
- Final 60 to 90-minute presentation at the IPS office –
- Firms notified of final selection – The week following the final RPF presentation
- Start date for project –
- Completed project delivery –

Should the timeframe designated above be unattainable, the firm may suggest an alternate schedule with accompanying explanation.

## **Other Relevant Information**

- IPS and its agencies will retain all ownership rights of any creative concepts or deliverables developed for this project. It is anticipated that once a comprehensive campaign is developed, IPS will use the deliverables for development of additional marketing and branding material.
- IPS will approve all deliverables created by the successful vendor.
- IPS expects that personnel assigned to its account management team will serve diligently throughout the term of the contract. Any changes to the account team must be discussed and any proposed replacements must be approved in writing by IPS via a contract amendment.
- IPS expects regular and timely planning meetings, e-communications and teleconferencing, if needed. The session agendas should include budget updates and reconciliation items, and other creative planning activities throughout the term of the contract.
- All creative development including copy (including but not limited to slogans, taglines or themes), imagery, photography, graphic designs, artwork and audio-visual representations will become the sole property of IPS.

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