ADDENDUM ONE TO ALL FIRMS:

Reference: Request for Proposal (RFP) #LP021710

Commodity: Marketing, Communications and Advertising Services

Dated: February 17, 2010

Proposal Due: March 11, 2010

Please reference the following for clarifications and changes to the RFP #LP021210 issued on March 17, 2010 for Marketing, Communications and Advertising Services:

1. The revised due date for proposals is 3:00 p.m., Thursday March 11, 2010.
2. The electronic version of proposals may be sent in a Word or .pdf format.
3. The February 25, 2010 pre-proposal meeting attendance sheet is posted on our RFP website.
4. Current marketing initiatives, successful channels and branding info is posted on our RFP website as follows: Darden e-mail blasts, Darden MBA for Execs application e-mail, Darden Ad – Mr. Fox Quote, Darden MBA Execs Brochure; and Marketing Examples for Addendum 001.
5. The previous budget was approximately: $780,000 for advertising (ad development, media buying/placement and reporting) and $660,000 for marketing/recruiting initiatives and services for MBA and MBA-E. Exec Ed currently creates and places ads internally.
6. Approximate breakdown of marketing/recruiting services (not including staff hours):
   MBA-E: events $50,000; Print/Copy-Mail brochures, postcards, letters, etc. $34,500.
   MBA: events $400,000; Print/Copy-Mail brochures, postcards, letters, etc. $126,000;
   Licensing & Fees $50,000.
7. How was previous budget distributed? 95% of placement/ad creative will likely be for MBA and MBA-E, with approximately half going to print and half going online. Darden does not necessarily want to replicate this next time. Most of Executive Ed is handled internally.
8. Are the three programs of equal importance enrollment-wise and for marketing purposes?
   Yes.
9. Will a percentage of the budget need to address the globally based executive format MBA that they are currently evaluating? If Darden does launch this program expansion, it will be incremental funding.
10. Is the ‘research agenda’ to be included in the marketing effort? No
11. How large is the internal Communications & Marketing staff, and what are their specific roles/duties and levels of experience? Central C&M staff has one director (more than 10 years PR/communication background), one media relations person (20+ years experience), one designer (20+ years experience), one coordinator (focused on social media and other projects with about five years experience.) MBA staff has a director of marketing with six years consumer products experience, a marketing person with five years experience who is responsible for collateral, advertising, web content and social media. MBA-E staff has a director of admissions with 10+ years experience in marketing communications, web development, etc. Exec Ed has its own marketing staff with experience.
12. Are you looking to replace the incumbent firm or are you following a standard purchasing process that requires periodic re-bidding of work? The current contract will soon expire and Darden is following standard procedures to periodically compete services.

13. Section III, Part A-6: Guidelines that guide materials refers to an identity guideline for advertising; not as formal as a brand standards guide. Darden will execute some creative in house.

14. Section III, Part B-1: Media purchasing plans that will achieve promotional campaign goals refers to: attracting qualified applicants to each program, on the order of 3,000 for full time, and 150 applications for MBA-E.

15. Section III, Part D: Coordinate activities across program areas and with in-house staff refers to: Selected Firm giving Darden overall framework that can apply to all programs, and execution is done either by the Firm or in house – sole control of project either inside or outside.

16. Section III, Part E-5: Proposed solution should address roles to be performed by internal firm resources and external sources refers to Selected Firm and its partners, not UVA staff.


18. How many applications of highly qualified candidates is Darden receiving now and what is the number in increase that will signal success? Darden receives about 3000 full time applications and 100 MBA-E, and would like to receive 3300 full time and 150 MBA-E.

19. Full-time MBA inquiries: The Full-time MBA does not have an exact target for this. By the end of the recruiting cycle the MBA program usually has around 20,000 inquiries.

20. What is the current MBA conversion rate? The #1 priority is converting inquiries to applications, followed closely by converting admitted students to enrolled students.

21. What is the current (measured) awareness and reputation of Darden and how would you measure the increase? Darden does not have a current measure other than overall business school rankings which is a mix of variables. Darden does not have a clear measure of how to track success other than informal and application volume and quality.

22. Do you already have an image library and/or will you want to shoot new visuals? Yes, and will be open to taking new images.

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24. Are the business plans for each product line available for the purposes of answering the RFP? No.

25. Is Darden looking for new branding and/or product lines? Darden is looking for an overall corporate identity for advertising that can apply to all product lines.

26. Conversely, does Darden already have brand standards in place? Some elements are in place – color palate and logo usage.

27. Confidential audited financial statements may be sent via the hard copy only.

28. Is Darden looking for pricing for all of the tactics stated as "Current tactics to attract applicants" to the degree and non-degree programs? No. Darden expects focus for the Firm to be on media – creative and placement plus overall identity guidelines.

29. What will be the role of the Selected Firm with regard to the new website including social media strategies? Darden is currently working with an outside firm (iFactory) to redesign its website. The design work will be completed in mid-March and expected to go live in July. The iFactory document is posted on our RFP website.

30. Will the Web site currently under development be able to be adapted to accommodate the new brand look and feel? Some components, e.g. flash element, may be updated, but Darden will have a new website that needs to be consistent with new identity guidelines.
31. What upcoming enrollment cycle would Darden like this initiative to impact? Fall '10 rollout.
32. What are Darden’s main international markets? Internationally, Darden’s largest source of applications for the full-time program come from India and China, but it receives applications from around the world. For advertising, Darden would like a plan that helps develop their brand recognition globally.
33. Each Firm’s creative approach to services may be presented as previous case study examples.
34. Will Darden accept comparable pricing such as hourly rates per person/position and estimated number of hours the project will take? Yes.
35. Current web site stats are: Over the past year, the Darden website has received approximately 800,000 visits with over 3 million pageviews. The main traffic sources are Google, UVA’s website, the internal student/staff portal, Yahoo, and Facebook (in that order).
36. Does Darden use a referral program to recruit new students? The full-time MBA does. There is a contest with First Year students to provide referrals at the beginning of School. This usually generates 1000-1500 inquiries. There is also an easy way for alumni to refer prospective students to the Admissions Office through the Darden Alumni Portal.
37. Does Darden use a call center or phone bank for any of your enrollment management? No
38. What CRM system does Darden use to track your funnel? A custom-built application/CRM system (created by a company called Symplicity).
39. Does Darden own its own trade name and has Darden explored trade name exclusivity options before? Information unknown.
40. What is Darden’s average CPI for generic and trade name search? The GMASS service that is used to buy targeted lists of GMAT test-takers every month costs an annual fee of $350+$0.65/inquiry.
41. What are Darden’s traditional campaign timing or cycles? There are three application deadlines [http://www.darden.virginia.edu/html/standard.aspx?menu_id=647&styleid=4&id=579], with the first two application deadlines being the largest by far. The main recruiting season starts in mid-August and continues through late March (with the busiest months in Sept-Nov). On the yield side, Darden attempts to convert admitted students to enrolled students from late January through late May.
42. Which online portals, affiliates, or other sources is Darden currently using? There are separate online portals for admitted students, current students/staff/faculty, and alumni. The portals are created/managed in-house.
43. Does tuition differ by program? Yes:
44. Darden indicates it is evaluating the feasibility of starting a globally based executive format MBA that would be offered in an international location (likely Asia). Will the courses be face-to-face or is there a plan to have them be in a blended format? Plans are unknown.
45. Are classes offered in languages other than English? No
46. Does Darden anticipate that the marketing materials would be offered in languages other than English? No
47. Additional examples of marketing initiatives: Direct Mail - obtain lists of leads and prospects through rental lists from relevant professional organizations and publications, GMASS: names of GMAT test-takers that we purchase, referrals (from students, alumni, faculty), prospective students that sign-up on our website, advertisements (i.e. leads from online BusinessWeek ads); Events - host Darden receptions around the world for prospective students, host Open House events at Darden and also have class visits available throughout the year, attend / present at events and fairs relevant to specific groups of prospective students (e.g. military, women), attend a variety of partner
organization MBA events/fairs; Email Mailings - General “Thank you for your interest in Darden…”, invites to events, monthly newsletter; Videos, Blog, Twitter, Facebook.

If you have any questions concerning this Addendum or the RFP, please contact me at (434) 924-4216. Thank you for your participation in this RFP process. I look forward to receiving your firm's proposal by the due date and time.

Sincerely,

Lori Ponton
Senior Buyer

Please sign below, acknowledging receipt of this Addendum and return this document with your response to the RFP.

__________________________________________________________________________
Signature                                               Name of Firm

__________________________________________________________________________
Please Print Name of Person Signing Above               Date

LP/rgs