

REQUEST FOR PROPOSALS: Creative Services

Introduction

Dairy MAX is the local non-profit dairy council that represents more than 950 dairy farm families to 31 million people across southwest Kansas, Oklahoma, New Mexico, and Texas. Dairy MAX communicates the importance of dairy in a nutrient-rich diet, fosters innovation in dairy promotion, educates about farming and industry practices, and works directly with producers to build producer awareness of and support for the dairy checkoff program. Our partners and stakeholders include school and district leaders, health professionals, academia, industry, producers, media, and consumers. To foster a healthier society, we focus on collaboration and outreach that is rooted in timely, science-based nutrition information and research.

Dairy MAX is an independent Regional dairy checkoff organization with national affiliations to DMI (Dairy Management Inc.). DMI works on behalf of U.S. dairy producers and dairy importers to drive increased sales of and demand for dairy products and ingredients. The dairy checkoff program was created by dairy producers and is funded by America's dairy farm families, as well as dairy importers.

Some of Dairy MAX's programs are regional and some are nationally branded programs executed by us on a regional basis. This impacts our work with our creative services agency on certain components where a national perspective (or standard) is to be considered or for items that require approval.

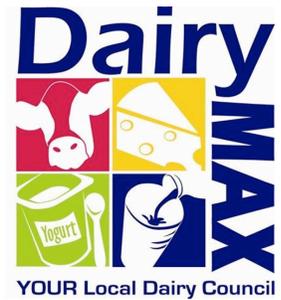
Program Areas

Dairy MAX is comprised of five key programming areas, each with individual target audiences, programs, and methods of reach:

Consumer Communications: The consumer communication area promotes milk and milk products to the general consumer through the Dairy Discovery Zone exhibit, marketing materials, communications, social media and the website. The goal is to increase awareness of where dairy foods come from and put a face on the industry through the, "Our Land, Our Cows, Our Passion" campaign.

Health and Wellness: The health and wellness area customizes and executes programming at the state/local level by partnering with core health professional organizations (primarily physicians, dietitians and those in academia) and their key leaders to protect and promote dairy's reputation via evidenced-based nutrition education platforms. Dairy MAX also serves as the primary resource for media communications and providing strategic point of view on all matters related to nutrition guidance, child nutrition environment, & nutrition policy. We educate and provide messaging to thought leaders/influencers through traditional and social media related to dairy's strategic priorities.

Industry Marketing & Strategic Initiatives: This area builds partnerships within the dairy supply chain to increase and meet consumer demand and collaborates with stakeholders outside of the dairy industry in support of dairy sales. Responsibilities for this program area include: B2B marketing, sports marketing (including sponsorships



relationships with NFL, NBA, MLB and collegiate teams) and managing strategic initiatives that fall outside of traditional programming areas.

School Marketing: The School Marketing program area promotes dairy as part of a nutrient-rich diet to school stakeholders through nutrition education, marketing materials, presentations, communications, exhibits, and two branded programs, “Fuel Up to Play 60” and “Dairy Dollars for Schools.” This program area aligns with and supports USDA’s federally funded National School Lunch, Breakfast, Snack, Supper and Summer Programs. The goal is to increase low-fat and non-fat milk and dairy product consumption among students by providing tools, resources and grants to schools..

Industry Image and Relations: The industry image and relations program is divided into three sub-categories – to work directly with the producers in the region to communicate and demonstrate the value of their “checkoff” program; to promote the dairy image through radio spots, articles, videos campaigns, and ads in producer publications; and to participate in a national initiative that coordinates media training to provide a “one voice” strategy on current and potential issues to the industry.

Scope of Work

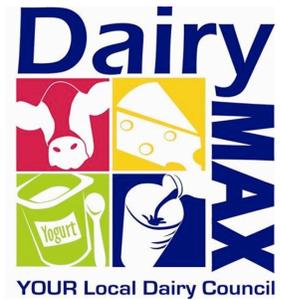
We are seeking a qualified creative service agency¹ to support Dairy MAX in these key areas:

- Branding (including development and management of multiple brand-specific style guides, reflective of the various programming areas and target audiences)
- Advertising (radio, TV, print) design and strategies
- Communications and Public Relations: multi-media (including social media), community engagement, industry relations and crisis messaging and response
- Development and collaborative execution of strategic year-long marketing initiatives and events
- Development, design, production and logistics of collateral materials
- Development and management of brand-specific style guides per program area

Specific activities related to these deliverables include:

1. Creation of the overall Dairy MAX brand statement and story, while maintaining program-specific brand identities
2. Improve online communication through: interactive website development and management to maximize SEO, mobile app development, and social media platform management

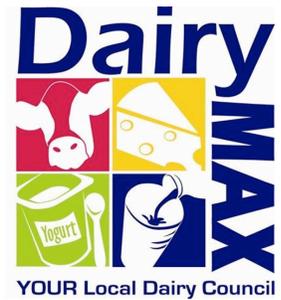
¹ We will consider proposals from a lead agency in partnership with other firms with expertise that complements and adds to the core strength of the lead firm.



3. Develop a brand and creative look using the Dairy MAX Style Guide that is consistent amongst all artwork including: advertising, posters, directories, collateral pieces, digital and social areas to be used for events, retail promotions, trade publications, signage, etc.
4. Re-brand and re-design of website
5. Electronic outreach tools, including newsletter, communiqués, e-blasts, and other forms of outreach
6. Develop potential event ideas
7. Develop marketing/promotional ideas
8. Expand upon already existing social media strategy (Facebook, Dairy MAX blog, Pinterest, Twitter, LinkedIn, etc.)
9. Assist with media buying recommendations
10. Provide content ideas for web and social media
11. Clothing, badges, and accessories; gifts and education giveaways
12. Vehicle and other transportation “wrap” designs
13. Production of short videos for YouTube and other distribution
14. Coordination for production needs, quality assurance, and final delivery, including bid solicitation for design, print and web production projects
15. Assist in development and implementation of strategic traditional media outreach that targets top media markets and builds relationships for Dairy MAX spokespeople to leverage locally
16. General assistance with all Dairy MAX initiatives as requested

In addition to these considerations, the respondent should also be prepared to:

- Create production and use guidelines that include the currently available Dairy MAX logo
- Attend design presentation review meetings, and work collaboratively with Dairy MAX staff in arriving at final design directions
- Serve as liaison and project manager for all print and media vendors in order to ensure deliverables are produced satisfactorily and within deadline
- Apprise Dairy MAX staff of billing hours in a timely fashion as well as adhere to contracted fee schedule



Program Budget

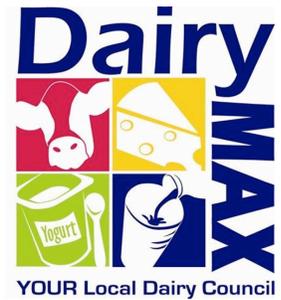
Dairy MAX's budget is reflective of the size of the industry in our service region and our funding is derived from dairy check-off funds². Thus, our budget, and to a certain degree the budget of our creative services agency fluctuates. Over the last three years the creative services budget, based on the items described below, has grown from \$125,000 to \$450,000. The latter figure represents the approximate value of the creative services contract as described in this RFP.

Agency Qualifications

- Well-established, full-service creative services firm³ with proven capacity to fulfill Dairy MAX's requirements
- Demonstrated success working with complex organizations and multiple brands under one umbrella organization
- Focus on partnership and value co-creation, including a collaborative approach that encourages innovation and the creation of new best practices
- Investment in understanding Dairy MAX's structure and program areas to create alignment with Dairy MAX's values and leverage synergies across programming areas
- Strong understanding of consumer segments, effective youth engagement strategies, and ability to introduce innovative design as appropriate
- Comprehensive planning to reach all market segments
- Excellent project management capabilities, including managing project scope and setting realistic expectations in order to meet deadlines across program areas
- Proactive and innovative problem solver
- Data-driven with focus on flawless execution and results tracking/reporting for all activities
- Experience working in the agriculture, dairy, and/or food industry (retail, manufacturing, e.g.)
- Experience working with brand licensing and fundraising
- Preference will be given for agencies located in the Dallas-Fort Worth Metroplex

² <http://www.dairycheckoff.com/AboutUs/Pages/DairyCheckoffPrograms.aspx>

³ Including PR/media management, content creation and copywriting team

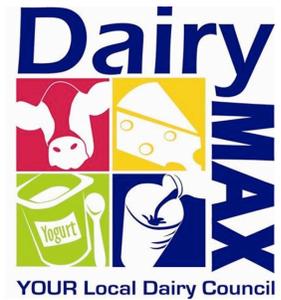


Proposal Requirements

In order to be considered for selection and possible service agreement, each proposal must be complete and include the following.

- A cover page with firm name, date, name of principal and contact person, mailing address, telephone number, fax number, email address and website, and names and contact information of any proposed partners or sub-contractors.
- A concise description of the firm's principal business including company background, experience, clients, characteristics of business strength, and products and services offered.
- A statement of purpose about the firm's aesthetics, value proposition, and point of view about the value of branding, effective communications, advertising and marketing.
- A description of firm's experience in providing services as outlined in the "scope of work" section above, proof of history and capacity to provide deliverables similar in size, complexity and nature to those described in this RFP.
- A list of firm members and/or sub-contractors that would be responsible for this account, with titles, bios, and brief list of clients served in the capacity proposed. Include any accreditations, licenses or special training related to the services requested.
- Links to or examples of printed materials of firm's work in each of the areas described above.
- Three (3) references for similar clients or projects serviced by the firm, including name of organization, name of contact person, address, telephone number, and email (Note: one reference must speak to the project management capacity of the firm).
- A discussion of the company's ability to complete projects within Dairy Max's desired timelines.
- A compensation scenario⁴.
 - o Please include a proposed budget, including an outline of fees and/or hourly rates for personnel who will be assigned to the project. Please also outline any incidental reimbursable fees or expenses.
 - o Explain the respondent's billing and cost-accountability system.
 - o List any cost savings and/or added value proposals offered by the respondent.

⁴ Please note that Dairy MAX is not mandated, nor will prioritize selection based on "lowest bid" by the proposing firms. The final contract amount is likely to vary from the budget proposed and will be determined based on formation of a final scope of work and negotiation with the selected firm.



Proposal Submission:

All proposals submitted in response to this RFP must fully and directly address fulfillment of the scope of work, agency qualifications, and proposal requirements.

Proposals may be submitted electronically. Hard copy proposals will also be accepted, and must be received by the deadline March 25, 2013 at 5pm EST to be considered.

Proposals should be submitted to Karp Resources. Karp Resources will be reviewing all proposals and forwarding selected proposals to Dairy MAX.

Dairy MAX reserves the right to request hardcopies of proposals at any point.

Submit Proposals to:

Nika Stelman, Consultant

Karp Resources

27 East 21st Street, 3rd Floor,

New York, NY, 10010

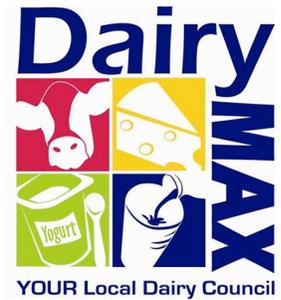
(212) 260-1070

nika@kapresources.com

Schedule

- February 25, 2013 Dairy MAX issues formal RFP
- February 25 – March 6, 2013 Question period
- March 11, 2013 Karp Resources responds to questions
- March 25, 2013 Complete and final proposals are due to Karp Resources by 5pm EST
- April 8, 2013 Karp Resources and Dairy MAX reviews proposals
- April 12, 2013 Dairy MAX selects agencies to interview
- April 18-19, 2013 1st round of interviews⁵
- April 29 – May 3, 2013 2nd round of interviews
- May 6, 2013 Selection notification

⁵ Please note that all agencies must be available to be interviewed on April 18th and 19th.



Evaluation Criteria

The respondent whose credentials and submittal best meets Dairy MAX's needs will be selected. The award is subject to review and approval based on the following:

- Thoroughness of proposal, including detailed response to each service component described in this RFP
- Demonstrated understanding of the purpose and desired outcomes of the goals of Dairy MAX
- Firm management capacity and demonstrated experience with equivalent client/project
- Quality and originality of work samples provided
- Cost will be considered but will not be the deciding factor in selecting the winning proposal

Interviews will be required as part of the review and selection process; only a portion of the respondents will be asked to participate in interviews. All respondents invited for an interview are required to bring a hardcopy portfolio.

Restrictions and Additional Considerations

Confidentiality: It is understood that proposals may contain confidential information relating to previous client strategies, goals and results.

Acceptance/Rejection of Proposals: Dairy MAX reserves the right, at its discretion, to reject any proposal that does not meet the stated criteria.

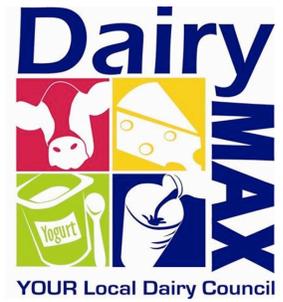
Disclosure: Other than the name of the selected firm, no other information regarding the candidates of their proposals shall be made public.

Cost for Preparation of Proposals: Dairy MAX is not responsible under any circumstances for any costs incurred as the result of the preparation or submission of the candidates' proposals.

Business License, Registration, Certification: The selected firm shall be licensed to do business in Texas as required by state codes and maintain current any certification, accreditation, or license(s) required to perform work under this agreement.

RFP Questions/Clarification: Questions regarding the RFP must be emailed to Nika Stelman at nika@karpresources.com. Deadline for questions is March 6, 2013. Respondents can also email nika@karpresources.com should they wish to be copied (anonymously) on Dairy MAX's answers to all questions posed by other respondents, who will also remain anonymous.

Dairy MAX Conflict Provision: No proposal shall be from, or contract awarded to, any Dairy MAX employee or immediate family member, or member of the Board of Directors or any funder in which he or she may have any direct or indirect interest.



Proposal Binding: By signing and submitting its proposal, each respondent agrees that the contents of its proposal are available for establishment of final contractual obligations for a minimum of 30 calendar days from the application deadline for this RFP. A respondent's refusal to enter into a contract which reflects the terms and conditions of this notice of contract opportunity, Dairy MAX vendor requirements or respondent's proposal may, in Dairy MAX's sole discretion, result in rejection of respondent's proposal or termination of any negotiations with the respondent.

The selected firm will be invited to enter into a service agreement with Dairy MAX for the scope of work. This agreement will stipulate the terms and conditions of the services to be provided. Dairy MAX reserves the right to change any terms and conditions of the service agreement prior to the execution of the agreement. Dairy MAX also reserves the right to terminate the agreement at any time for any reason within 30 days of notifying in writing the selected firm.