



# PROPOSAL

September 9, 2019

Connecticut Innovations - BioCT

Marketing Services &  
Multi-Channel Campaign Support

August 30, 2019

Ms. Lauren Carmody  
Vice-President of Marketing & Communications  
Connecticut Innovations Council  
865 Brook St.  
Rocky Hill, CT 06067

**re: Proposal submission for BIOCT website development and management services**

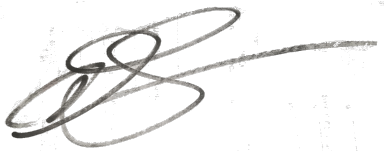
Dear Ms. Carmody.,

We are Rebel Interactive Group, a full-service advertising and marketing firm that specializes in digital strategy. We have an extensive background in providing the solutions that the Connecticut Innovations Council is seeking for your BioCT initiative. We have worked locally, regionally and internationally with many organizations similar to yours. It would be a great privilege to work with you as many of us are active business leaders throughout Connecticut - we are virtually in your backyard.

Per your RFP, we respectfully submit this proposal for your review and are available for further discussion should the need arise. The undersigned, a duly authorized representative of Rebel Interactive Group, affirms receipt of SEEC form 10 and the summary of state ethics laws developed by the Office of State Ethics pursuant to Connecticut General Statutes 1-18b, and principals and other key employees of such firm have read and understand SEEC form 10 and such summary and agree to comply with their provisions.

We look forward to working with you and your team and are hopeful you will recognize that we are a logical next step in your RFP. Our forward-thinking team has put together an introduction located at <https://bioct.findyourrebel.com/> just to show you our commitment to our craft and to your project. Thank you in advance for this opportunity.

Sincerely,



Gregory Shimer  
*Account Director*  
Rebel Interactive Group  
M: 860.428.7374  
greg@rebelinteractivegroup

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*\*exclusive of 12 page maximum*



## I. REBEL'S APPROACH

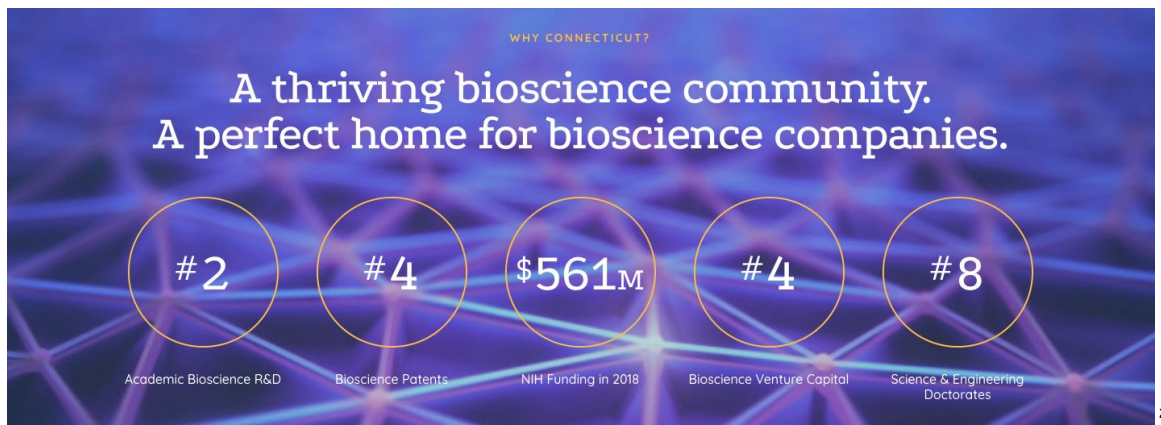
**Why Rebel?:** Rebel understands that fearless curiosity is at the heart of authentic talent. And our mission — *to ignite inspiration by empowering rebellion* — is where it all begins.

Our business clients are constantly challenged to do more with less, they seek agency partners like us who can mine ideas that have not yet been considered, inspire them to think differently and weed through the expanding universe of digital marketing options to identify solutions that are the most effective and cost-efficient.

**BioCT's BHAG<sup>1</sup>:** Attract bioscience companies from across the country into Connecticut's vibrant ecosystem. Ensure all Connecticut residents identify with and feel pride in our state as the premier destination for this extremely important, impactful industry on humanity.

**BioCT's Biggest Challenge:** Outside of those within the bioscience community, Connecticut is not known for much of anything — awareness of bioscience as CT's core industry is limited.

**Rebel's Perspective:** It's clear the facts are there. Just look at the stats displayed on BioCT's website and across many credible publications:



- Connecticut is sixth in the nation for technology and science capacity. (Milken Institute, 2016 State Tech and Science Index)<sup>3</sup>
- Connecticut ranks fourth in the nation for bioscience patents per 1,000 people. (Batelle/BIO State Bioscience Jobs, Investments and Innovation, 2014)<sup>3</sup>
- Connecticut's biopharmaceutical sector generated \$8.2 billion in economic output in 2014. (PhRMA, May 2016)<sup>3</sup>
- Connecticut Biotech, Pharmaceutical & Life Sciences Companies are diverse and credible<sup>4</sup>

<sup>1</sup> Big Hairy Audacious Goal

<sup>2</sup> <https://bioct.org/>

<sup>3</sup> <https://portal.ct.gov/Business-Portal/Bioscience>

<sup>4</sup> <https://biopharmguy.com/links/state-ct-all-geo.php>

- Connecticut is among the top five states for health care from multiple aspects, including access, quality, and public health<sup>5</sup>

#### Connecticut by the numbers

- Ranks 2nd for academic R&D investments in bioscience
- Ranks 3rd with adults with advanced degrees
- Ranks 4th for bioscience patents per 1,000 people
- Ranks as the nation's 4th most innovative economy

- Ranks 4th for venture capital R&D investments in bioscience
- Ranks 4th for productivity per capita
- Ranks 5th in the nation for quality of life
- Ranks 6th in the number of scientists and engineers in the workforce



6

However, when one looks beyond our state's borders, Connecticut has little awareness or press when it comes to owning our position in this important industry. According to Central Place Theory, which provides a description of how metro areas, cities, and towns are linked to from the national economy, larger metro areas exhibit market reach and dominance over small cities — such as Hartford, New Haven, Stamford — for economic cohesion that defines a functional, ownable economy.<sup>7</sup> The top metro areas, known for varying industries across higher education to health care to financial services to banking, rarely include Hartford.

***Together, let's put BioCT on the map nationally.***

We've been a modest state for too long. It's time to tell our story when it comes to bioscience. Let's show the country what we're made of; what we're capable of. Let's publish compelling content that showcases bold, confident messaging about what truly matters on this earth — the innovations and advancements coming from the field of bioscience, right in our own backyard. Let's raise our profile and stop being shy about who we are and what we do best. Let's speak not only to businesses who aspire to be surrounded by like-minded professionals in a thriving industry, but those in the community who directly and indirectly benefit from the impact this industry has on society. Let's make bioscience as sexy as industries such as real estate, retail and tech. Because when it comes to our local economy, would residents rather have the next ride-sharing company, or one that's getting one step closer to curing the world's most complex and deadly diseases? We're here to say, and have a larger voice when it comes to what we know best. It's time to rally around bioscience in CT.

<sup>5</sup> <https://www.usnews.com/news/best-states/rankings/health-care>

<sup>6</sup> <https://biocct.org/about/why-ct/>

<sup>7</sup>

<https://www.economicmodeling.com/2011/10/14/industry-sectors-that-define-the-nations-most-populous-metro-areas/>

## An Unmatched Trifecta: BioCT + Rebel + XVIVO

When it comes to marketing, collaboration is key. The most effective campaigns and digital experiences are developed when diverse perspectives partner together, see varying opinions, and come to a consensus that drives toward a common goal. We believe there's an unparalleled opportunity to join BioCT, XVIVO and Rebel's expertise and create a force to be reckoned with. While we each have current different relationships with each other, XVIVO has agreed to provide their creative talent and expertise in this space alongside Rebel's powerhouse marketing industry experts to create something truly special for BioCT — a trifecta partnership where each team brings complementary strengths, all galloping toward the same finish line.

I AM BIOCT

"Supporting BioCT and their mission has always been a source of pride for all of us at XVIVO Scientific Animation. Last year, we joined BioCT at the BIO International Convention, and, with their support, we developed several exciting partnerships. Through their advocacy, entrepreneurship, and educational outreach, BioCT helps to advance the healthcare sciences community in Connecticut!"

MICHAEL ASTRACHAN

Founder and President  
XVIVO | Scientific Animation

## Advertising Technology Precision

Combining hands-on expertise and years of experience in the operations, digital marketing, and data analytics, we take a human approach relying less on "black box" machine learning and more on hitting your goals. Our team of Rebels doesn't just put your ads into the market and hope for the best; we leverage our vast network of data to truly understand who your most valuable audience will be. We then create a model to understand them on a level deeper than topline demographics: *What do they like? What do they avoid? Where do they spend most of their time online?*

Once we understand who we need to reach, we let the data guide us in the decision of how best to reach them. Perhaps they tend to spend much more time on mobile devices than other platforms. Using such information, we can align our campaigns to be mobile-specific.

For your campaigns to succeed, combatting advertising blindness must be a top priority. Users want to see ads that are specifically relevant to them. Leveraging our 1:1 data models, we can place ads that build a relevant narrative for your target audience, encouraging engagement with your content and expanding your customer base. After high-impact

creative is developed, we launch our campaign, stay laser focused on performance and begin our hands-on optimization process.

As your right-hand, we wear your coat of arms. From acronyms to simple how-tos, a lot of the of this mumbo jumbo can be super confusing. We want you to feel empowered and educated, and to know exactly which questions to ask.

### Immersion and Strategy

We recognize the importance of assessing the current market landscape and opportunities, as well as the need to focus quickly and move nimbly through the immersion and strategy phase into implementation. We dive in, understand, and assimilate all the information available to us, simultaneously attacking it from multiple directions and perspectives. We'll quickly understand what we know, don't know, and what gaps need to be filled. We will conduct a market scan to do the critical spadework that will result in:

- Research methodologies to fill gaps (quantitative and qualitative)
- Setting goals and objectives with clear KPIs for the campaign
- Identifying audiences, priorities and perceptions
- Defining the positioning and messaging strategy for Bioscience in CT
- Defining a marketing strategy and campaign structure

In order to "get there," we review any existing relevant metrics, research data (primary or secondary) and business documents. We also assess the need to conduct in-person stakeholder interviews with CT Innovations, BioCT, and partner organizations to better assess opportunities for the campaign, leveraging partnerships, and how best to significantly propel and impact our efforts. We utilize the intelligence above to inform the marketing campaign development.

Rebel will present findings to the client along with strategic recommendations. Together we will agree on a path forward, and move into creation of the campaign.

## II. SUMMARY OF RELEVANT QUALIFICATIONS & EXPERIENCE

Rebel's 55-plus employees have extensive experience in all facets of digital marketing and technology, including:

Advertising	Content Marketing	Design & Copywriting	Development & Technical Services
Search Engine Optimization	Data Science & Analytics	Video Marketing	Social Media Marketing
Email Marketing & Marketing Automation	Branding & Messaging Strategy	Innovations	Amazon Marketing

We are fueled by employees who don't necessarily need to follow the script: we stay open-minded in order to look at challenges, then creatively solve problems.

Rebel itself is a product of Connecticut's innovative ecosystem. It is one of several successful entrepreneurial businesses begun by its founder/owner in the digital space, in the last 20 years. We believe this adds a particularly relevant and valuable perspective to how we would approach working with BioCT.

Since our inception in 2013, Rebels have been igniting inspiration by empowering rebellion: it's the alchemy that occurs when expertise and experimentation are combined. It's audacious. And audacity is contagious.

Are you ready to find your Rebel? [Watch our video](#) to take a peek inside our culture and perspectives.

### **Relevant Experience**

For over a decade, the Rebel team has partnered with high-tech, bioscience, health care organizations and nonprofits across international, national and regional markets. Our experience includes working with numerous organizations that provide a wide variety of services, ranging from research to general health to dental to behavioral to social services and substance abuse treatment.

Not only do we have a unique understanding of BioCT offering, we also have first-hand experience implementing multi-channel campaigns to a range of audiences – including patients, employees, the community, investors and advocacy populations.

Relevant Clients:



## Leadership Team



[Bryn Tindall](#)

**CEO & Owner**

As the Founder and CEO of Rebel Interactive Group, Bryn Tindall is a maverick in business. Call him a rule breaker or a rebel—hence the name of his company — or just a man who leads without a GPS (except for driving), and you start to get the picture of Bryn's natural ability to forge new, unexplored paths.

With a long list of startups on his resume, and even more impressive history of satisfied clients (ever heard of Mercedes-Benz or Citigroup?), and it becomes apparent that Bryn was born to be an entrepreneur.

He began his professional life at Modem Media—which is often referred to as the Grandfather of the Digital World; then created the award-winning website Homes.com for Homes and Land Publishing. From there, he founded Horizon Marketing Group (in 1998), which he spent 15 years growing, whilst creating almost a dozen other entities that would pave the road for some of the biggest names in marketing today.

<https://www.linkedin.com/in/bryntindall/>



[Allison Minutillo](#)

**Chief Operations Officer**

As the COO at Rebel, Allison Minutillo plays many crucial roles at Rebel. With more than 10 years of marketing experience across a variety of clients large and small and B2B and B2C, Allison's client work includes brands such as Marlboro, Regis University, The Hartford, YNHH, Absolut and many more.

She challenges, motivates and inspires both her teams and peers to define and execute multi-channel marketing strategies and actionable plans that simplify complexity. How does she pull off that oxymoronic feat? By ideating, creating and executing quality content and narratives that provide value to uniquely defined target audiences. In short, she gets stuff done with surgical proficiency and dizzying speed.

Allison fearlessly leads clients and teams through uncharted territories with her eyes on business results at every step. And she's a crusader of curiosity: "I'm always in search of the next big thing, the next adventure and the next opportunity to learn something new."

<https://www.linkedin.com/in/allisonminutillo/>



[Paul Pita](#)

**Chief Branding Officer**

With over 20 years of experience as a creative leader and business owner, Paul brings a completely innovative perspective to brand marketing. His philosophy is one of engaging in open dialogue and sharing every idea you have – leaving it all on the table. And he does so with one goal in mind: To spark the next great idea

and the greatness in someone else. His passion lies in working with top brands, helping those companies discover the power within their brand when it becomes multidimensional.

<https://www.linkedin.com/paul-pita>



[Steve McLoughlin](#)

**VP of Client Services & Business Development**

For more than 20 years, Steve McLoughlin has been impressing some of the nation's largest clients with his inventive marketing ideas, leaving many of them to say, "Why didn't we think of that?!" Having the opportunity to work with heavy-hitters such as PepsiCo Foods, Nine West, Inc. early in his career has helped to

sharpen Steve's tactical approaches, producing game-changing strategies that translate into measurable results. Steve's client work includes brands such as: Kaman, Voya, UTC, GE, i-Health (AZO, Culturelle, Estroven), Lyman Orchards, Discount Power, Global Atlantic Financial, Amora Coffee, Diamonds International, Swarovski, Geneva Watch Group.

Driven by challenge is something that Steve thrives on. From his email marketing strategies to his sales incentive programs to his groundbreaking closed-loop marketing/lead management system, Steve's ideas continually earn him accolades and awards from both clients and peers. He is especially proud of Tossed & Found, an acclaimed guerilla marketing program he created for GE Financial Network.

<https://www.linkedin.com/in/stevemcloughlin/>



[Bryan Czajkowski](#)

**VP of Content, Creative & Technology**

When it comes to digital storytelling, no one does it better than Bryan. For the past 20 years, he has been honing his trend-forecasting skills, combining them with his wizard-like talent for technology and strengthening his in-depth grasp on All Things Digital. As Rebel's Vice President of Technical Strategy, he is a technical

force to be reckoned with. As far as technology is concerned, if it involves high-tech words or an acronym (SAP integration, anyone?), chances are Bryan has experience with it. From international automotive companies to national finance brands, there are few industries Bryan hasn't conquered.

<https://www.linkedin.com/in/bryanczajkowski/>



[Pam Soisson](#)

**VP of Marketing Strategy**

When Rebel Interactive Group needs insights and ideas, and they need it now, they turn to Pam, their Vice President of Marketing Strategy. Pam lives for uncovering insights and applying them with data, transforming them into brilliant marketing ideas—ideas that always seem to be followed by a jaw drop and a high five.

Throughout Pam's 25-plus years of strategizing and consulting, she's always one step ahead. It doesn't matter if they sell to other businesses or directly to the consumer, Pam will get it done.

<https://www.linkedin.com/in/pamela-soisson-9603861/>



## Jess Reilly

### VP of Advertising, Search & Analytics

Jess Reilly's trademark leather jacket screams "Rebel." But it's her ability to crunch numbers and visualize data, as well as her creativity and background in visual arts, that enable her to approach marketing rebelliously, through both the eyes of the brand and the consumer.

Jess digs vintage cameras and has an extensive collection, from pinholes to polaroids. She's also had some considerable success with later model SLRs, and is an award-winning portrait/fashion photographer whose clients include a certain "A-list" former New York Yankees slugger and a certain Material Girl.

Multi-talented, creative, ambitious and cool with big-name celebs? Maybe we should all wear leather jackets.

<https://www.linkedin.com/in/j-reilly/>



## Michael Astrachan

### XVIVO Founder & President, Industry Expert & Content Creator

Michael is the founder and president of XVIVO and has been involved in the visual arts for over Thirty-five years. Michael oversees XVIVO's supervisory team to ensure standards are high and exceeded. With a traditional fine arts background, he brings a strong eye for

naturalism and technique to all of XVIVO's work. He is frequently invited to speak at events about his ground-breaking work in medical visualization. Michael began his work in medical animation during the inception of 3D graphics. His passion for art and exposure to medicine as a result of his upbringing presented a natural niche for him to occupy in the field of bio-communications. His continuing work at XVIVO provides a vital link between a growing body of complex scientific information and public understanding.

<https://www.linkedin.com/in/michaelastrachan/>



Carly Benedetto

**Group Account Director**

Group Account Director Carly Benedetto has 9 years experience in marketing and sales. She's worked in PPC ad sales, PPC campaign management, lead generation, account management, and strategic insight development. Carly has first hand experience working with an Icelandic BioTech beauty brand, developing their

go-to-market strategy and paid media campaigns specifically catered to the US Market.

Carly does not like to color within the lines. She is an adventurer who eschews boundaries, of not only color and lines, but of just about everything.

She does, however, strive to be "on the edge of greatness and innovation," and does so by acting as a sturdy suspension bridge between Rebel and clients, ensuring all the Ts are crossed and the Is are dotted perfectly, while solving problems, managing communications and driving multiple projects to completion.

<https://www.linkedin.com/in/carly-benedetto>



Gregory Shimer

**Account Director**

Greg believes that being a Rebel means being "open minds equal open hearts."

We agree, and it's this mindset, as well as over 23 years of corporate account management and digital marketing experience at enterprises such as Staples and WebMD that he brings to the table as Account Director.

His non-profit work includes Rotary International, The Northeast Economic Alliance, CT Broadband Council, (nominated by Senate Pro Tempore Donald Williams) and the Connecticut Brain Tumor Alliance (CTBTA) a group his wife co-founded in 2006.

Greg spent five years in Brooklyn, CT's Economic Development board, most of them as Chairman. He also participated on the Board for the Northeastern Economic Alliance whose mission it is to help regional businesses garner funding for their projects and expansion. a

<https://www.linkedin.com/gregshimer/>

### III. CASE STUDIES

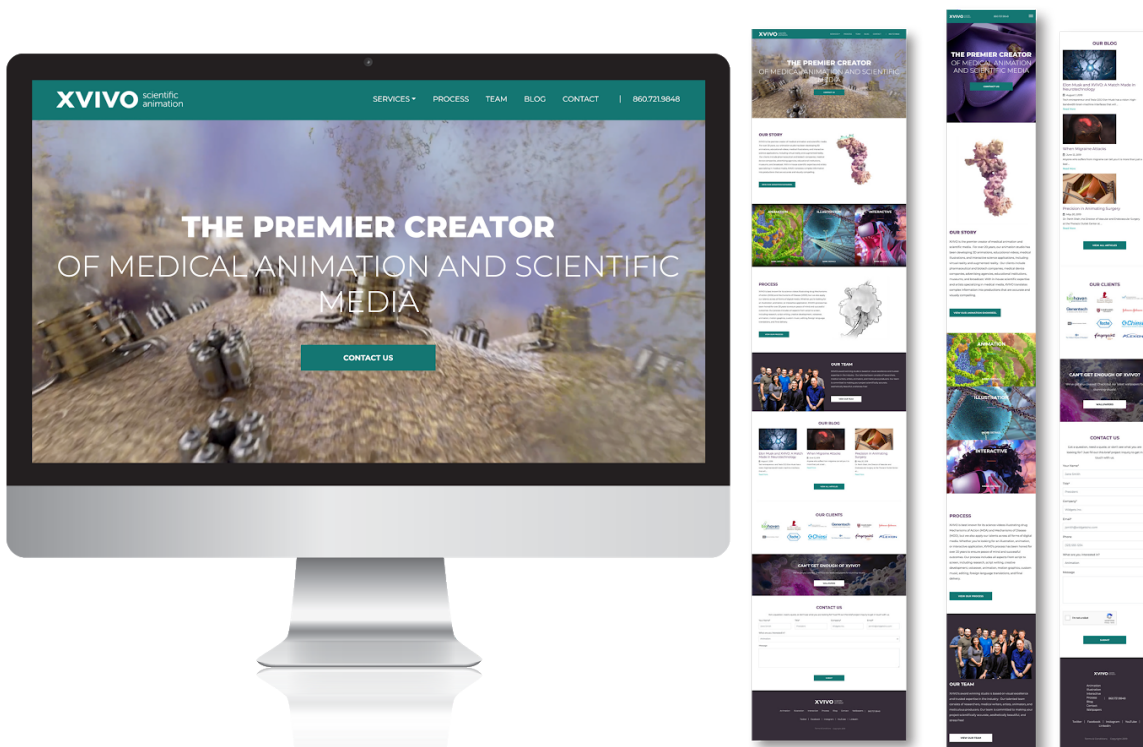
*Below are a few projects that demonstrate our capabilities, knowledge, expertise and success with marketing services specific to Marketing Strategy, Brand Positioning, Website Development and Advertising & Search.*

#### **Example #1: XVIVO MARKETING STRATEGY & CAMPAIGN || <https://xvivo.com>**

*Marketing Strategy, Brand Positioning, Microsite and Landing Page Design Development, Digital Acquisition Campaigns, SEO*

XVIVO and Rebel began their collaboration due to a site hack. Rebel was able to rectify the hack, help fix their SEO issues and redirect the site back to their domain. Upon review, the team decided to revamp XVIVO's site with a fresh look, intuitive user experience and content that spoke directly to their target audience segments' needs, expectations and mindsets. Through a concise and powerful strategy grounded in XVIVO's brand truths and audience insights, XVIVO and Rebel's teams partnered to create a website with content that's a feast for the eyes. The new lead gen form captures key metrics for the client while making it effortless for the consumer to complete. By tapping into XVIVO's superpowers — the premier creator of medical animation and scientific media — and Rebel's marketing, design, SEO and development expertise, the site not only provides users an impressive experience, but it converts them into new business prospects to foster growth in their biotech, CT-based business. The website puts XVIVO's custom work on showcase, featuring their content, illustrations and animations front and center.

Combining the thoughts and insights of each of the Rebel teams, the site is



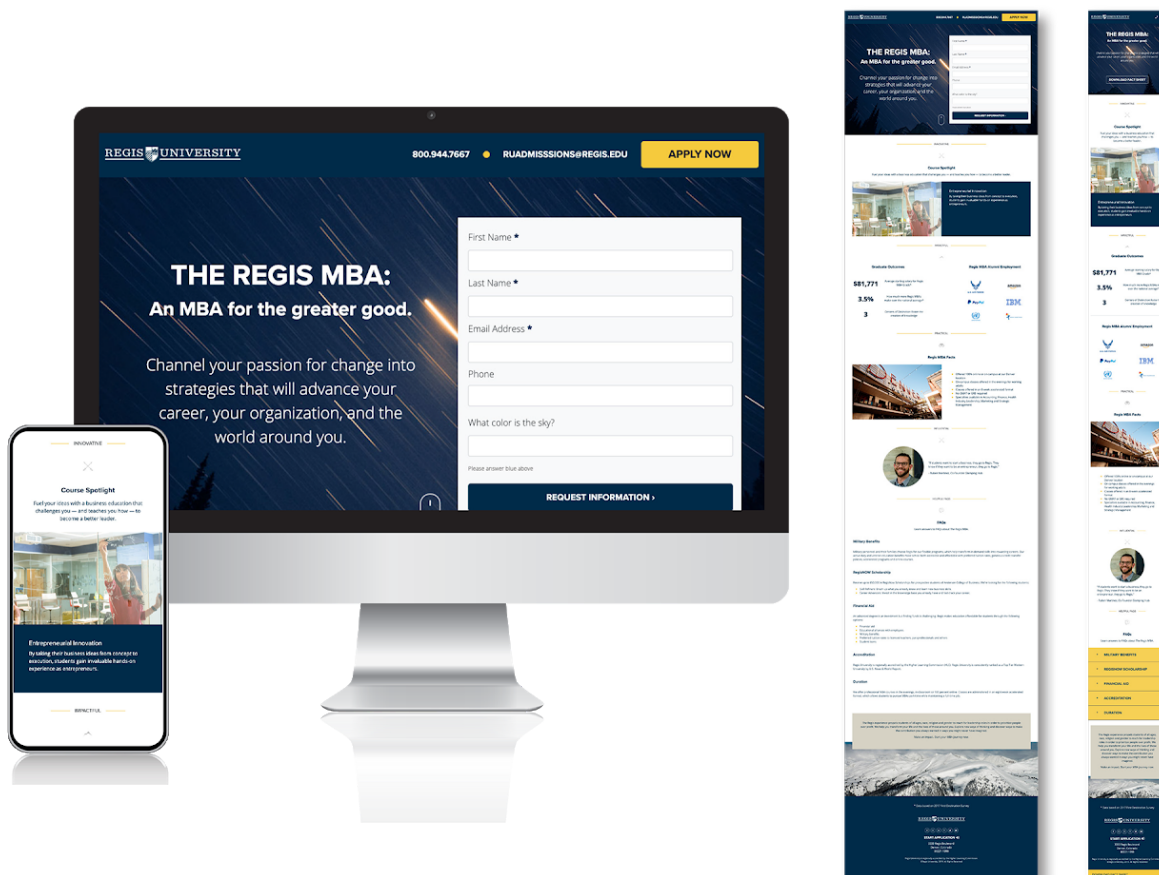
call-to-action-focused while remaining visually stunning and streamlined to pull a user through the content and toward form submissions.

From discovery to strategy to design to wireframing, all decisions were driven with an audience-first mentality, placing their needs and wants at the forefront of every conversation. In doing so, the XVIVO team rallied around how their brand truly embodied everything their core target audience was looking for — it was Rebel's job to design a website experience that married the two to drive tangible business results. This new development has positioned XVIVO to grow at a faster trajectory, now truly showcasing their exquisite work and tremendous impact.

## Example #2: REGIS UNIVERSITY NEW ENROLLMENT

*Marketing Strategy, Brand Positioning, Microsite and Landing Page Design Development, Digital Lead Generation Campaigns, SEO*

Regis University contacted Rebel after seeing a decline in both performance and transparency with their then current marketing agency partner. Rebel was able to quickly assess the current situation and analyze Regis' first party data to create and implement a strong lead generation plan. In Rebel's first two months in working with Regis University we doubled the amount of leads that their previous partner was able to deliver in six months.



To further the performance of the campaigns, Rebel conducted A/B tests for the existing paid media landing pages which resulted in increasing our quality score and lowering our cost per lead across all campaigns. Using these learnings in conjunction with keyword research, Rebel designed and wrote copy for mobile first landing pages that will ensure we further increase quality scores and reduce cost per lead.

<https://regis.netlify.com/mba>

### Example #3: MARKETING KAMAN INDUSTRIAL TECHNOLOGIES

#### *Content Strategy, Emerging Technology*

Rebel began working with Kaman Industrial Technologies (KIT) to create a paid media campaign promoting their distribution arm, focusing on food and beverage specific product offerings. After running a short test campaign, we took the learnings to help them determine and prioritize specific changes that had to be made to their user experience journey to help them gain more conversions.

As these updates were being made, Rebel was introduced to a different branch of KIT to produce an app that introduces the concept of the Internet of Things, which is considered the 4th Industrial Revolution. The app used augmented reality to illustrate IoT in real life applications; using sensors on equipment to collect data remotely and communicate up to a cloud dashboard, which improves safety, allows for preventative maintenance, and therefore reduces the loss of production time.

[View](#)



[demo of AR app.](#)

Additional projects have expanded Rebel's reach at KIT, to producing a sales presentation to assist in corporate account pitches, to creating a sales team toolkit to support representatives rekindle relationships and grow existing accounts.

#### Example #4: MARKETING CONNECTICUT'S CAPITAL REGION

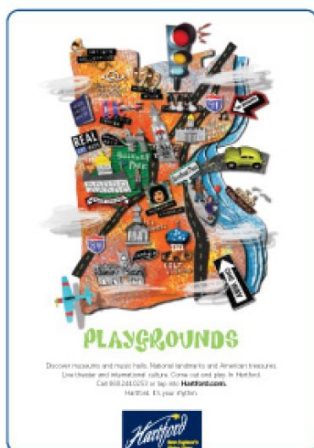
*Brand Positioning, Website Design & Development, Television, Print, Online Video, Public Relations, Event Marketing, Advertising, Collateral, Out-of-Home*

We collaborated with a coalition of Hartford organizations to increase tourism and economic development. We worked with multiple partners to create integrated campaigns and raise awareness of the assets in the 36 towns that make up the Hartford region. In the areas of arts, culture, history, residential living and business. By incorporating marketing and micro-targeting strategies, Hartford's many event venues and meeting space properties have seen significant increases in the number of visitors who wish to experience the many opportunities the city has to offer. We also created a branding program to position the Hartford region as a destination to attract convention and meeting planners, as well as business events.

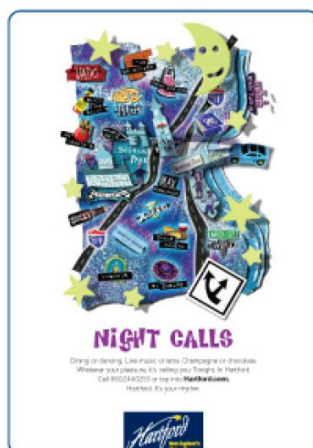
Having been met with great success, the campaigns continue to live on through various organizations, not only in the city of Hartford, but also throughout the region. In partnering with the largest region in Connecticut, we produced traditional advertising and a digital marketing program, including an online video series that showcased destinations.

[www.hartford.com](http://www.hartford.com)

Print Ads



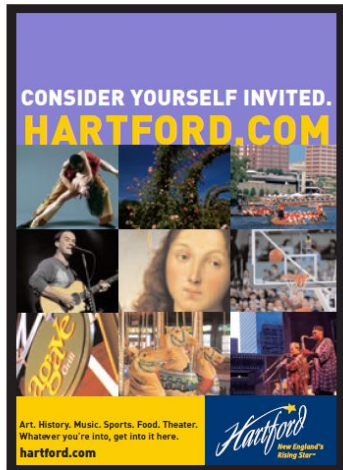
Print Ads



Print Ads



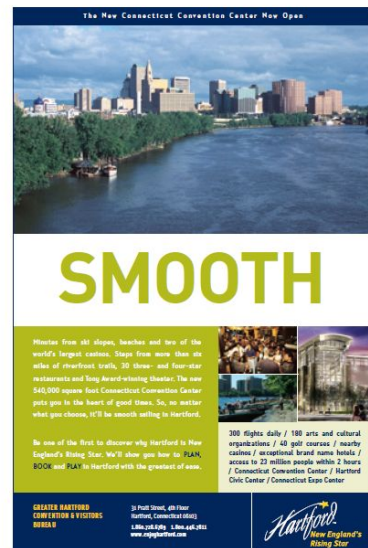
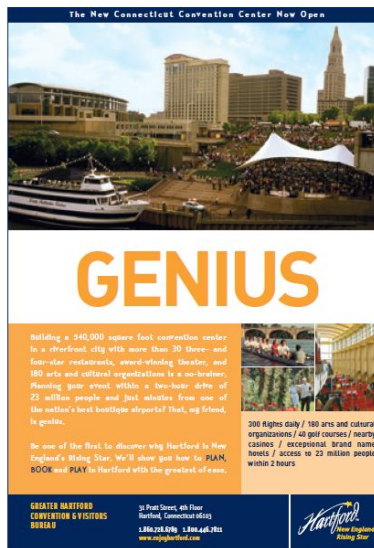
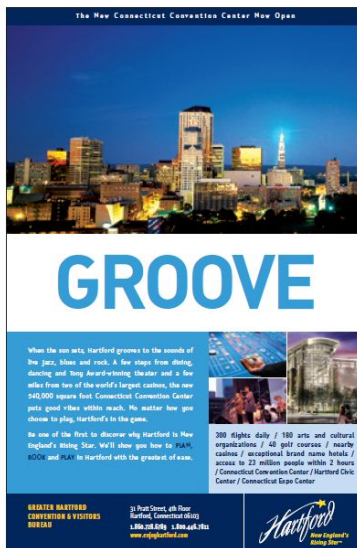
Out-of-Home



Print Ad



Hartford.com



Print Ads

## IV. SCOPE OF WORK

### Multi-Faceted Marketing Campaign

In line with BioCT's goal to maximize the position as one of the leaders in the bioscience field in the US, Rebel Interactive Group will provide overall strategic direction for media campaigns and related marketing/communication services based on campaign goals.

A holistic, cross-channel marketing plan will be developed and shared with the BioCT team to break out our tactical approach across various advertising and messaging platforms, as identified by consumer behavior & location data analysis. Each leg of the overall marketing initiatives will be integrated, going to market with a connected plan, allowing us to provide measurable impact data to quantify success.

The marketing plan developed by Rebel will be informed by BioCT's target audience. Research will be performed to illuminate where your target audience consumes media – online mediums, in print, on television or on radio – and is therefore more likely to be exposed to your advertising. The following targeting tactics will be in the consideration set to determine the most effective market strategy for BioCT:

- Type of audience – aligning advertising approach to outlined personas
- Demographics – age, gender, ethnicity, income, career, household income, etc.
- Psychographics/Behavioral Analysis - lifestyle, attitudes, beliefs, etc.
- Interests – intent to purchase, in-market active shoppers
- Media Habits – preferred platforms to engage (desktop, mobile, native, etc.)
- Proximity/Location Based - using location technology to target consumers based on their physical location

Deliverable: Written media plan describing objectives, strategy, tactics, research, media investment allocation, and media schedule and mix to be used in reaching the BioCT's audience and campaign goals.

**SCIENTIST/RESEARCHER TARGET AUDIENCE PERSONA**

**“It is my life's work to pursue this goal. I truly believe this work is going to make a significant impact on many lives. When I find a partner who genuinely speaks my language, shares my passion, and can articulate my vision into visuals, it'll help make my lifelong mission a reality.”**

**Name:** Nardy Ned  
**Age:** 40-70  
**HHI:** \$150K+  
**Location:** Global, location agnostic

**TRAITS**  
Intelligent, Rational, Respected, Credible  
Determined, Intense, Curious  
Passionate, Nerdy  
Skeptical, Accomplishment-Driven

**NEEDS & EXPECTATIONS**  
Must connect personally, speak the same language  
Must have highly credible credentials, experience, skill sets, accuracy and translation of complex thinking into simple, beautiful animations

**INDUSTRIES**  
Pharmaceutical Companies  
Biotech Companies  
Medical Device Companies  
Educational Institutions

**ASPIRATIONS**  
Achieve funding or backing to move their mission and vision forward  
Create meaningful impact from an idea that most cannot imagine  
Accomplish their life's goal, seeing it come to life visually & in action  
Establish buy-in

**CONTENT / MEDIA CONSUMPTION**  
Social (specifically LinkedIn, PDFs, white papers, Twitter)  
Conferences, Trade shows  
Blog & video content  
Online gamers

**POSITIONS**  
Researcher  
Scientist  
Professor  
Laboratory Director

**INTERESTS**  
Acura, BMW, Mercedes  
Parents, home & pet owners  
Continuing education  
Late Night TV, Comedies, action, family & sci-fi movie lovers

**MINDSET**  
Enjoy the exquisite details of the work itself  
Can very quickly understand a complex initiative and appreciate the thinking behind it  
Expect partners to understand their vision and speak their language  
Appreciate high science content that articulates complex ideas in an accurate, beautiful, simple way

Source: <https://www.buzzsumo.com/10-researcher-social-media.html>  
<https://www.buzzsumo.com/10-researcher-social-media.html>  
Quantcast Data & Insights, B2B50 Google Analytics

### AUDIENCE TARGETING

A target audience persona is a fictional character delivered in a single page visual profile that represents your ideal target audience segment(s), founded in real data and market research. It's a method we use to implement effective marketing strategies and create valuable content. Target audience personas bring the audience to life

which allows us to better understand who we're targeting, and what will motivate them to

take the desired action. This important deliverable helps clearly define our target audiences while inspiring memorable and valuable content that will meet their -- and your -- needs.<sup>8</sup>

Rebel's recommendations within the media plan may include, but are not limited to, the following types of advertising tactics:

## **EARNED MEDIA TACTICS**

Rebel's public relations team offers a variety of PR services including consulting, campaign management, press release writing and distribution, image management, crisis communications and event planning. For many of our clients we have been tasked with numerous PR responsibilities ranging from national outreach, statewide outreach, developing and promoting events, crisis control and press release writing and distribution, targeting both consumer and trade media (i.e. business journals). Our network of long-standing editorial contacts ranges from key print publications to nationally broadcast morning shows. In addition, we are able to work closely with a network of trade publishers, business bloggers, along with other social media and online influencers, to generate organic buzz for our clients.

In addition to PR, there's an opportunity for BioCT to utilize trusted, credible, local influencers to attract additional businesses to CT in this niche industry.

## **OWNED MEDIA TACTICS**

By creating and delivering content in formats the audience will consume, brands can articulate their message in a variety of ways to intersect within channels they prefer. Content ideas may include long form (website content, blogs, white papers, articles, microsites, eNewsletters), short form (social media posts, email, text, phone, reviews, user generated content), and/or visual form (photography, animated GIFs, memes, video, infographics). Performing keyword research to understand the language audiences use and the intent behind the language is also critical to content ideation and allows you to join the conversation with your target audience.

## **CONTENT GAP ANALYSIS**

A content gap analysis explores your customer needs, concerns and questions throughout their decision-making journey against content you're delivering to them to identify areas of opportunity to fill any holes. It includes an examination of keyword and phrase rankings and audience research across your owned channels, including your website, blog and social media channels. Once the analysis is complete, the content gap analysis will document topics and formats that are critical to providing your target audience with content that directly addresses their needs.

## **CONTENT CALENDAR & CONTENT CREATION**

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<sup>8</sup> Target audience persona shown as an example.

Content Calendars are developed as a tool to help plan and organize upcoming content. By combining the knowledge gained in the upfront Discovery Session and as defined in the marketing strategy, Rebel will create a 12 month content calendar will define topics, formats and posting frequency across multiple channels. Rebel will also generate the content for distribution.

Rebel will rely on BioCT's team to provide anticipated marketing calendars in addition to any relevant existing content so that the Content Calendar is populated with posts unique and relevant to your brand and target audiences.

## **CONTENT DISTRIBUTION**

As defined in the content marketing strategy and content calendar, Rebel will publish and post content on your behalf.

### **Campaign Setup & Implementation and Call Tracking Setup**

- Create/reach out for/receive media proposals (tactic dependent)
- Compile and develop finalized media plan meeting required unit thresholds
- Finalize creative specs and gather creative assets
- Conversion tracking installation
- Advertising vehicle negotiations & insertion finalization
- Call tracking setup (specific usage/minutes needs based on campaign parameters to be discussed; implementation will be billed against the OOP budget outlined in the pricing summary after discussions with BioCT team)
- Installation & optimization of Google Analytics
- Development & deployment of Google Tag Manager
- Deployment of other digital tagging such as audience analysis, UX tracking as needed

### **Paid Media Buying**

Contingent on approval of the platforms identified in the media plan, Rebel will engage in the media buying process. This includes direct platform setup as well as channel negotiations. We hold ourselves to the highest standards of performance as if the dollars we are spending are our own.

To ensure successful campaign deployment, Rebel will complete the below to ensure efficiencies on each digital platform chosen which can include anything from paid search, to paid social, connected TV or digital audio. Rebel vets each option for your advertising placement to ensure you're showing up wherever you can get the most reach, for the lowest cost.

### **Creative/Design Strategy**

The way a comprehensive marketing campaign looks, what information it provides, how interactive and educational it is certainly affects how your organization will deliver results. Most often a campaign like the one that is being proposed is the first interaction that an

individual or group will have with your organization. As a result, the BioCT marketing assets (collateral, web, digital and print) need to have a very clear purpose so that you can capitalize on every interaction, begin a relevant dialogue, and drive conversions.

Our approach to projects is simple: we begin by listening and learning everything we can about our clients before making assumptions. Each client is considered a partner, and each project is looked at individually. We don't take a cookie cutter approach. We tailor our process based on needs identified during the project kick off meeting, but overall, we take a UX first approach.

### **Recommendation**

Based on the information that is currently available and the assessments we have been able to complete so far Rebel's recommendation would be to conceptualize and create a new and unique design style to be used throughout the BioCT marketing assets. A new design will eliminate the need to combine multiple styles of branding and attempt to make them into one cohesive style. The colors, styles and fonts across all the identified properties are very different and it would be very challenging and time consuming to try to combine them all.

However, since we realize it is very important to give your target audience the appearance of consistency across all of the identified properties we will make it a priority to incorporate some elements that are common across all brands. As examples we might keep the accent color of orange as a unifying factor across all the collateral, or create a recurring Call To Action or functional element across all the websites like a consistent website footer with all the logos and co-brands that link out to the other sites.

As this recommendation relates specifically to the BioCT website and the new campaign-specific landing pages we would suggest changes to the website navigation and some other pages to make them a little bit more modern and cleaner. We would also recommend making some design and functional changes that will help improve web accessibility for all types of users, such as the use of certain colors, button placement, and the ability for screen readers to better interact with the page content. We would keep some of the existing elements on the BioCT website and improve on the areas that are not as strong. We can then take that finished product and bring that across your other marketing assets.

### **Design**

Rebel starts with a User Experience (UX) design, which examines how people will interact with elements and content within the campaign. Through the initial discovery phase the Rebel team will present all the research and discovery artifacts to the UX Designer, Creative Designer, Account Manager and Project Manager. The UX Designer then take all the data provided by the research team and begins the

process of designing several options to enhance the user experience of the new campaign.

The UX work of the previous phase culminates in the development of visual direction and the user interface for the campaign. Visual design is the convergence of functional requirements, business brand messaging and information hierarchy in a digital interface. During this phase, we identify the design direction, translate brand materials into the current platform as needed, and create the visual deliverables that will be translated in the actual campaign. During this step Rebel will develop the overarching “look and feel” and the specific interface designs for the campaign. Rebel recommends that a separate budget be set aside a budget to allow for video and photography projects during the project lifespan. These budgets that we have considered should allow for several video projects of varying sizes and several still photography sessions, each resulting in ready-for-broadcast deliverables. Acquisition of photo and video content will allow the creation of a library of assets can be used not only on the website, but in other collateral like social media, print materials.

### **Web Accessibility**

Web Content Accessibility Guidelines (WCAG) 2.1 covers a wide range of recommendations for making digital content more accessible. Following these guidelines will make content more accessible to a wider range of people with disabilities, including accommodations for blindness and low vision, deafness and hearing loss, limited movement, speech disabilities, photosensitivity, and combinations of these, and some accommodation for learning disabilities and cognitive limitations; but will not address every user need for people with these disabilities. These guidelines address accessibility of web content on desktops, laptops, tablets, and mobile devices. WCAG conformance can be achieved throughout Rebel's user experience, design and development process. Following these guidelines will also often make digital content more usable to users in general, and provides SEO benefits.

### **Observations / Recommendations**

*When strategizing for digital marketing efforts the website is usually the most significant asset. Hence, we took a look at the BioCT site in its current state. The website looks great and is in prime shape foundationally; it should be treated as a marketing tool in which to build on, but we do not recommend a full rebuild or redesign. A few observations:*

- There are over 800 broken links, which provides a poor user experience
- The hamburger menu on desktop hides navigation from users and search engines
- Great use of calls-to-action throughout the site; however design elements can be improved
- The site needs improvement for visibility of navigation, metatags, and technical SEO
- Page load time can be improved which helps user experience, especially on mobile

- In running owned media campaigns, landing pages may need to be created

## V. SUCCESS METRICS

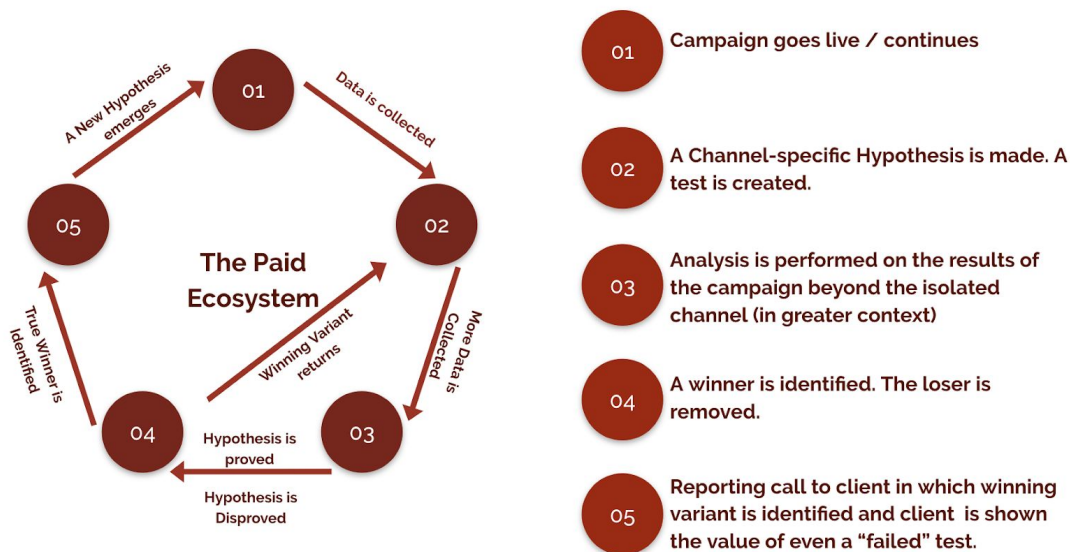
### Data Science, Reporting, Performance Insights and Optimizations

Rebel insists on measurable learning. The advantageous side of being in the digital space is the ability to make quantitative decisions in real time, taking advantage of the wealth of data at our fingertips. We can tell you exactly how many people have seen a campaign, how many interacted with it, exactly what they did on your site following their engagement and learn about the target audience themselves during the process - allowing us to make smarter and more precisely targeted campaigns in the future.

Given this dynamic influx of data, our approach to analysis and implementation is never static. Instead, we are constantly iterating and optimizing your campaigns performance with new learnings and testing.

Using bi-weekly reporting as a touch point with your team, we ensure that we're unpacking the learning within the data- and sharing those results back to you complete with insights and analysis as well as recommendations for future testing. During these conversations, we will examine our existing campaigns and testing hypotheses, making changes in real time across multiple channels to ensure that we are moving towards our goals. If our campaigns are not hitting the mark on any of the key metrics that we will align with BioCT on, we have the ability to rapidly identify the underperforming campaigns, pause, and pivot in real-time, ensuring that the right message stays in the market with the most impact and no wasted ad spend.

An example of this approach is outlined below. Please note that this cycle will be replicated hundreds of times over the course of a campaign by each individual ad.



In order to truly understand the success of your campaign, goals and success metrics must

be clearly defined and constantly reviewed to extract insight and extrapolate action items to continue to optimize for high performance.

In the discovery process we will help to identify these key metrics - lending our professional insight in with your personal goals. Success metrics can include, **but are not limited to:**

**SUCCESS GOALS:** Increase awareness, influence community perception, drive content & story engagement

**SUCCESS METRICS:** Clicks for direction, content engagement, social media shares, brand survey, phone calls, community event attendance

**KEY LEARNINGS:** 1. How effective is the campaign at driving awareness or engagement versus goal (or baseline or control)? 2. Which channel(s) (and audiences) drive highest conversion rate? Can we scale with these channels? 3. Which tactics drove the best efficiencies (ROAS)?

**POINTS OF COMPARISON:** Channel, audience, geo, offer/message, creative/format

**DATA SOURCES:** Google platform, network partners, site analytics, third party verification

Twice per month, Rebel and BioCT will discuss marketing campaign performance by way of a real-time, Google Data Studio dashboard that Rebel will build that will clearly list the performance of campaign metrics. BioCT can access this dashboard at any time and as frequently as desired. Rebel will draw daily conclusions to inform campaign optimizations, sharing insights with the team every other week to build trust and transparency into the effectiveness of marketing campaigns. Deliverables include:

- 1 Real-time Google Data Studio performance dashboard
- Bi-monthly (2x per month) performance discussions and recommendations based on data-backed insights
- Recommendations made to fit within current budget constraints and will be executed upon approval
- Campaign recommendations and optimizations

## ESTIMATED TIMING

TASK	TIME	RESPONSIBLE
<b>STRATEGY &amp; IMMERSION</b>	<b>28d</b>	
Strategy & Immersion	21d	Rebel
<b>Marketing Strategy Presentation and Approvals</b>	<b>7d</b>	<b>Rebel and BioCT</b>
<b>EARNED MEDIA</b>	<b>10d</b>	
<b>Earned Media Plan Presentation and Approvals</b>	<b>10d</b>	<b>Rebel</b>
Press Release Content Creation	Ongoing	Rebel
Press Release Distribution	Ongoing	Rebel
Proactive Pitching	Ongoing	Rebel
<b>OWNED MEDIA</b>	<b>15d</b>	

<b>Owned Media Plan Presentation and Approvals</b>	<b>10d</b>	<b>Rebel and BioCT</b>
Content Gap Analysis	5d	Rebel
Content Calendar & Content Creation	Ongoing	Rebel
Content Distribution	Ongoing	Rebel
<b>PAID MEDIA</b>	<b>10d</b>	
<b>Paid Media Plan Presentation and Approvals</b>	<b>10d</b>	<b>Rebel and BioCT</b>
<b>CREATIVE</b>	<b>21d</b>	
<b>SEO &amp; Site Architecture Audit</b>	<b>10d</b>	<b>Rebel</b>
<b>Creative Asset Development Creation, Revisions, Approvals</b>	<b>21d</b>	<b>Rebel and BioCT</b>
<b>CAMPAIGN IMPLEMENTATION</b>	<b>8d</b>	
Campaign build out begins	2d	Rebel
Gather & Install creative assets	4d	Rebel
Build, Traffic & QA tags	2d	Rebel
<b>CAMPAIGN LAUNCH</b>	<b>4d</b>	
Media Setup (incl. QA Media and Creative )	2d	Rebel
<b>Launch</b>	<b>2d</b>	<b>Rebel</b>
<b>PERFORMANCE REPORTING</b>		
Bimonthly Reporting Meeting	bi weekly	<b>Rebel and BioCT</b>
Weekly Status Call	weekly	<b>Rebel and BioCT</b>

***Milestones indicated in bold***

## VI. COST SUMMARY

<b>DELIVERABLES 2019-2020</b>	<b>COST</b>
<b>Earned Media</b>	
<ul style="list-style-type: none"> <li>PR Strategy and Execution</li> </ul>	\$75,000
<b>Creative &amp; Production</b>	
<ul style="list-style-type: none"> <li>Includes all reasonable creative and production needs to support the media plan (digital &amp; traditional), website/landing page updates to support campaigns, SEO)</li> </ul>	\$75,000
<b><i>Optional XVIVO Scientific Graphics &amp; Animation</i></b>	<i>up to \$25,000</i>
<b>Gross Media Budget</b>	<b>\$750,000 Gross</b>
<ul style="list-style-type: none"> <li>Net Media Budget (working media in-market)</li> <li>15-17% Gross Media Management Fee includes all deliverables and services captured within the RFP</li> </ul>	

## VII. ATTACHMENTS

### ATTACHMENT A

#### REFERENCES & CONTACT DETAILS

- 1.) Paula Gilberto  
President & CEO,  
United Way of Central and Northeastern Connecticut  
30 Laurel St #1, Hartford, CT 06106  
860.493.1101 | Best time to contact - business hours  
pgilberto@unitedwayinc.org
- 2.) Michael Astrachan  
Owner/Founder  
XVIVO Medical Animation, LLC  
915 Silas Deane Hwy, Wethersfield, CT 06109  
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mike@xvivo.net
- 3.) Lora Oliveri  
Vice President, Marketing Director,  
VOYA Financial/ABA Retirement Funds  
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(860) 966-6179  
Lora.Olivieri@voya.com
- 4.) Tim Burt  
Director of Marketing  
Lyman Orchards  
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860-707-6083  
tburt@lymanorchards.com
- 5.) Kim Frisch  
Dean of Admissions,  
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3333 Regis Blvd, Denver, CO 80221  
303.458.4909  
kfrisch@regis.edu

## ATTACHMENT B

- Forms have been signed and completed by CEO & Owner of Rebel Interactive Group, Bryn Tindall

## SEEC FORM 10

CONNECTICUT STATE ELECTIONS ENFORCEMENT COMMISSION

Rev. 1/11  
Page 1 of 3

### Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations

#### Acknowledgement of Receipt of Explanation of Prohibitions for Incorporation in Contracting and Bidding Documents

This notice is provided under the authority of Connecticut General Statutes §9-612(g)(2), as amended by P.A. 10-1, and is for the purpose of informing state contractors and prospective state contractors of the following law (italicized words are defined on the reverse side of this page).

#### CAMPAIGN CONTRIBUTION AND SOLICITATION LIMITATIONS

No *state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor*, with regard to a *state contract or state contract solicitation* with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee (which includes town committees).

In addition, no holder or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of State senator or State representative, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

On and after January 1, 2011, no state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor, with regard to a state contract or state contract solicitation with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall **knowingly solicit** contributions from the state contractor's or prospective state contractor's employees or from a *subcontractor or principals of the subcontractor* on behalf of (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

#### DUTY TO INFORM

State contractors and prospective state contractors are required to inform their principals of the above prohibitions, as applicable, and the possible penalties and other consequences of any violation thereof.

#### PENALTIES FOR VIOLATIONS

Contributions or solicitations of contributions made in violation of the above prohibitions may result in the following civil and criminal penalties:

**Civil penalties**—Up to \$2,000 or twice the amount of the prohibited contribution, whichever is greater, against a principal or a contractor. Any state contractor or prospective state contractor which fails to make reasonable efforts to comply with the provisions requiring notice to its principals of these prohibitions and the possible consequences of their violations may also be subject to civil penalties of up to \$2,000 or twice the amount of the prohibited contributions made by their principals.

**Criminal penalties**—Any knowing and willful violation of the prohibition is a Class D felony, which may subject the violator to imprisonment of not more than 5 years, or not more than \$5,000 in fines, or both.

#### CONTRACT CONSEQUENCES

In the case of a state contractor, contributions made or solicited in violation of the above prohibitions may result in the contract being voided.

In the case of a prospective state contractor, contributions made or solicited in violation of the above prohibitions shall result in the contract described in the state contract solicitation not being awarded to the prospective state contractor, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation.

The State shall not award any other state contract to anyone found in violation of the above prohibitions for a period of one year after the election for which such contribution is made or solicited, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation.



**SEEC FORM 10**

CONNECTICUT STATE ELECTIONS ENFORCEMENT COMMISSION

Rev. 1/11

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**DEFINITIONS**

"State contractor" means a person, business entity or nonprofit organization that enters into a state contract. Such person, business entity or nonprofit organization shall be deemed to be a state contractor until December thirty-first of the year in which such contract terminates. "State contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Prospective state contractor" means a person, business entity or nonprofit organization that (i) submits a response to a state contract solicitation by the state, a state agency or a quasi-public agency, or a proposal in response to a request for proposals by the state, a state agency or a quasi-public agency, until the contract has been entered into, or (ii) holds a valid prequalification certificate issued by the Commissioner of Administrative Services under section 4a-100.

"Prospective state contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Principal of a state contractor or prospective state contractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a state contractor or prospective state contractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a state contractor or prospective state contractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a state contractor or prospective state contractor, which is not a business entity, or if a state contractor or prospective state contractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any state contractor or prospective state contractor who has *managerial or discretionary responsibilities with respect to a state contract*, (v) the spouse or a dependent child who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the state contractor or prospective state contractor.

"State contract" means an agreement or contract with the state or any state agency or any quasi-public agency, let through a procurement process or otherwise, having a value of fifty thousand dollars or more, or a combination or series of such agreements or contracts having a value of one hundred thousand dollars or more in a calendar year, for (i) the rendition of services, (ii) the furnishing of any goods, material, supplies, equipment or any items of any kind, (iii) the construction, alteration or repair of any public building or public work, (iv) the acquisition, sale or lease of any land or building, (v) a licensing arrangement, or (vi) a grant, loan or loan guarantee. "State contract" does not include any agreement or contract with the state, any state agency or any quasi-public agency that is exclusively federally funded, an education loan, a loan to an individual for other than commercial purposes or any agreement or contract between the state or any state agency and the United States Department of the Navy or the United States Department of Defense.

"State contract solicitation" means a request by a state agency or quasi-public agency, in whatever form issued, including, but not limited to, an invitation to bid, request for proposals, request for information or request for quotes, inviting bids, quotes or other types of submittals, through a competitive procurement process or another process authorized by law waiving competitive procurement.

"Managerial or discretionary responsibilities with respect to a state contract" means having direct, extensive and substantive responsibilities with respect to the negotiation of the state contract and not peripheral, clerical or ministerial responsibilities.

"Dependent child" means a child residing in an individual's household who may legally be claimed as a dependent on the federal income tax of such individual.

"Solicit" means (A) requesting that a contribution be made, (B) participating in any fund-raising activities for a candidate committee, exploratory committee, political committee or party committee, including, but not limited to, forwarding tickets to potential contributors, receiving contributions for transmission to any such committee or bundling contributions, (C) serving as chairperson, treasurer or deputy treasurer of any such committee, or (D) establishing a political committee for the sole purpose of soliciting or receiving contributions for any committee. Solicit does not include: (i) making a contribution that is otherwise permitted by Chapter 155 of the Connecticut General Statutes; (ii) informing any person of a position taken by a candidate for public office or a public official, (iii) notifying the person of any activities of, or contact information for, any candidate for public office; or (iv) serving as a member in any party committee or as an officer of such committee that is not otherwise prohibited in this section.

"Subcontractor" means any person, business entity or nonprofit organization that contracts to perform part or all of the obligations of a state contractor's state contract. Such person, business entity or nonprofit organization shall be deemed to be a subcontractor until December thirty first of the year in which the subcontract terminates. "Subcontractor" does not include (i) a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or (ii) an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.


"Principal of a subcontractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a subcontractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a subcontractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a subcontractor, which is not a business entity, or if a subcontractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any subcontractor who has managerial or discretionary responsibilities with respect to a subcontract with a state contractor, (v) the spouse or a dependent child who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the subcontractor.



**SEEC FORM 10**

CONNECTICUT STATE ELECTIONS ENFORCEMENT COMMISSION  
 Rev. 1/11  
 Page 3 of 3



ACKNOWLEDGEMENT OF RECEIPT			
		<u>8-16-19</u> DATE (mm/dd/yyyy)	
SIGNATURE			
NAME OF SIGNER			
First Name	MI	Last Name	Suffix
Bryn	C	Tindell	Mr.
TITLE			
CEO			
COMPANY NAME			
Rebel Interactive Group			
<p>Additional information may be found on the website of the State Elections Enforcement Commission,  <a href="http://www.ct.gov/seec">www.ct.gov/seec</a>            Click on the link to "Lobbyist/Contractor Limitations"</p>			

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