



Starlight Children's Foundation Global Market Entry Public Relations Agency Request For Proposal

Starlight Children's Foundation is a 32-year-old leading global charity with a current presence in the US, Canada, UK, Australia, New Zealand and Israel. We partner with experts to improve the life and health of kids and families around the world.

We are seeking to engage a full-service public relations agency of record to support our current U.S. domestic press and marketing strategies. In addition, within the coming year, we are also looking to expand two of our signature programs -- both of which are fully digital -- to 40 markets around the globe to support free-standing pediatric hospitals in all six of the World Health Organization regions. The agency of record we seek to engage should also have the capability to support our foreign in-market global expansion initiatives.

Attached is a Request For Proposal.

Introduction

Starlight Children's Foundation has begun the search for an agency of record (AOR) to support both U.S. domestic public relations needs, as well as overseas market-specific public relations needs related to our global expansion efforts. The information requested in this RFP is intended to help the Starlight Review Committee gauge your agency's interest, capabilities, experience and credentials. The AOR will be charged with developing and implementing a U.S. domestic communications program, a global communications program as well as 40 country-specific public and media relations strategies to support the market-entry launch of two signature Starlight programs: the Starbright World online community and Starlight Wish Lists. The AOR should also provide recommendations on paid media opportunities to supplement expansion efforts. Our goal is to drive awareness, donations and enrollment in Starlight programs, domestically and abroad.

For the sake of this RFP, all information shared about Starlight refers to the Global Office (GO) unless otherwise noted.

Timing

RFP responses are due by 5:00 p.m. PST on January 30, 2015 to Starlight. Finalists will be notified by Christopher de Haan, Senior Director, Global Brand by February 13, 2015.

Important dates for finalists:

- The week of February 16, 2015 – all-agency call for questions
- The week of February 23, 2015 – final pitch (on-site or via video)
- AOR announced on March 9, 2015.

Global Office | 2049 Century Park East, Suite 4320 | Los Angeles, CA 90067

Starlight Children's Foundation partners with experts to improve the life and health of kids and families around the world.

Starlight History

The early 1980s witnessed the rise of philanthropic commitment to pediatric care. As a pioneer in this humanitarian endeavor, Starlight is proud to take its place among beloved charities supporting this critical issue.

Deeply rooted in the entertainment industry, Starlight was founded in 1982 by fourth generation filmmaker Peter Samuelson and his cousin, actress Emma Samms. When they were young, Emma's little brother Jamie was diagnosed with aplastic anemia and tragically lost his battle against the disease.

Years later, Emma visited a young boy, named Sean, in the hospital who was seriously ill with a brain tumor. Like many children around the world, Sean had a dream of going to Disneyland, so Peter and Emma fulfilled his wish and brought him and his mom from London to Los Angeles.

Starlight originally launched as a wish granting organization and rapidly expanded its services to include an extensive menu of unique, groundbreaking and family-centered programs. Starlight has maintained its leadership in helping families with hospitalized children cope with the challenges of a medical journey through programs such as the Starbright World® online community, the first-ever private social network for teens with chronic and life-threatening medical conditions, and their teen siblings, and the newly debuted Starlight Wish Lists, a cutting edge technology platform that enables donors to fill specific unmet hospital needs directly and efficiently.

Over the past 32 years, Starlight has become a leading global charity improving the life and health of kids and families. We partner with experts and innovators in healthcare, entertainment and technology to create a unique blend of family-centered services from hospital to home. Today, Starlight partners with more than 1,750 healthcare facilities and major pediatric hospitals around the world, serving millions of children every year.

Starlight Organizational Structure

Starlight's GO in Los Angeles is responsible for oversight and governance of the brand, trademarks, programs and partnerships worldwide. Starlight's GO, one domestic chapter in New York and three international corporations currently have staff on the ground in Australia, Canada, the UK and the US, and additionally have program delivery in Israel and New Zealand.

Canada is considered a chapter, requiring close ties with the GO and limited autonomy. This is also true for one additional corporation in the US (NY*NJ*CT). Systemic programs in all 50 states are implemented by the GO staff based in Los Angeles and remotely around the country. Localized programs can be delivered by the chapters and affiliates (see www.Starlight.org/work for a full list of programs and where they are offered).

Australia (also covering New Zealand) and the UK are considered affiliates. This designation allows them to be mostly autonomous. As long as they do nothing to harm the brand, remain fiscally responsible and support the mission, these separate corporations are free to continue operations as appropriate for their geographies and cultures.

As Starlight enters new international markets and deepens its program delivery in existing markets, staff will not be added in those new countries. We will, however, look to add staff at the GO to scale up program delivery, as appropriate.

Starlight Creative Background

After years of messaging the negative aspects of chronic illness and assigning emotions to families participating in Starlight's programs, we updated our brand language and guidelines in 2013. This reflection allowed a shift in positioning and a more consistent and unified brand in the US. Since Australia, Canada and the UK are governed separately and employ their own creative treatment, they did not embrace updated messaging. They also have a different current program delivery (heavy on wish-granting) and utilize legacy brand language. Up until now, this has not presented any issues.

In 2013, Starlight.org was re-launched as a clean, bright, easy-to-navigate and mobile-friendly website. This creative treatment has translated to sales materials and other communication pieces.

Starlight Programs

Starlight partners with experts and innovators in healthcare, entertainment and technology to create a unique blend of family-centered services from hospital to home. Starlight chapters and affiliate administer a number of custom programs that vary from market-to-market. The proprietary programs administered by Starlight GO include:

Starbright World® online community - The first-ever private social network for teens with chronic and life-threatening medical conditions, and their teen siblings. Members are able to register from anywhere in world to connect globally with others experiencing similar medical journeys in a vibrant, supportive community.

Starlight® Wish Lists - The world's first technology platform of its kind links donors to partner facilities to fund unmet needs and improve pediatric care. Hospitals, clinics and other organizations in the U.S. and Puerto Rico can publish their Wish Lists on starlight.org and donors grant wishes for their facility of choice.

Starlight® Fun Center® mobile entertainment units - Equipped with the latest gaming system that rolls bedside in hospitals, Fun Center units provide distractive entertainment and the healing power of play to pediatric patients.

Starlight® Tablets - A critical resource for healthcare professionals to support the ongoing needs of kids while in the hospital, Starlight Tablets connect directly to the Starbright World online community and link to Starlight's educational programming.

Starlight® Comfort Kits - High quality backpacks filled with age-appropriate games, toys, art supplies and stuffed animals for infants, youths and teens to improve the hospital experience in the emergency room or during an extended stay.

Starlight® Sites - Beautifully designed, welcoming and child-friendly hospital environments support the healing of pediatric patients during their hospital experience.

Starlight Media Background

Starlight does not currently have a budget for domestic paid media. We have historically relied heavily on earned media or donated media space, and recently received a Google AdWords grant valued at \$10,000 per month. As we look to secure sponsorships in global markets, this sponsorship fee will include a paid and earned media plan in-market and in the U.S.

Starlight Strategic Imperatives

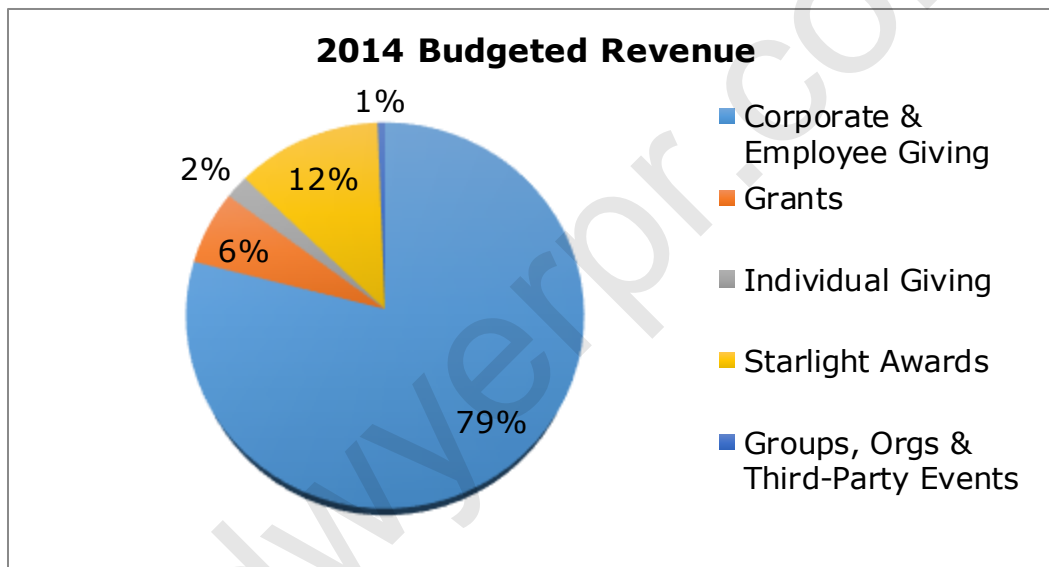
As part of Starlight's strategic planning process, we've identified four areas that are imperative for our organizational success.

- Program Excellence – Starlight should be a leader in all aspects of our programs from development to execution to measurement.
- Development Excellence – Starlight should attract and retain high return donors.
- Partnership Excellence – Starlight should have superior relationships with all suppliers, vendors and other stakeholders with whom we do business.
- Brand Excellence – Starlight should have an outstanding and consistent brand.

Global Expansion Target Stakeholders and Lead Programs

Starlight's market entry strategy must focus on two categories: donors and program recipients. This strategy must also focus on the new international market (and possibly related geographies) and the US.

Starlight's donors fall into several categories. In the coming years, we will not only look to exponentially increase our revenue from each source, but also look to diversify revenue so we aren't critically dependent upon corporate.



Starlight will enter new markets with two signature programs.

- 1.) The **Starbright World® online community** is the first-ever private social network for teens with chronic and life-threatening medical conditions, and their teen siblings (ages 13-20). Members are able to connect globally with others experiencing similar medical journeys. All content in Starbright World is moderated by trained adults at all times.

Medical conditions that require frequent hospital stays, ongoing procedures or long-term treatments qualify for Starbright World membership. Examples include: cancer, colitis, cystic fibrosis, mitochondrial disease, kidney disease, autoimmune disorders, cerebral palsy and burn injuries.

Being a teen is universally overwhelming without the added stress of serious illness. Experiencing frequent hospitalizations and procedures can cause feelings of exclusion from normal teen social activities and school events. Not all aspects of healing are solely medical. The tight-knit Starbright World community of teens facing chronic illness provides exceptional peer support. Through the Starbright World community, teens can

express themselves, develop communication skills, find encouragement, talk about their fears, process their feelings, and connect with other teens who are going through similar experiences.

The site can currently be viewed in English, Spanish and French. Through a generous in-kind donation, we are working to provide site translation in up to 16 languages, as well as critical chat room translation. This means that one member can type in French and the others see it in their native/chosen language. When they comment/reply, the first user sees their message in French.

Launched by the late General H. Norman Schwarzkopf and Steven Spielberg in 1995 when Mark Zuckerberg was only 11, the Starbright World online community has never gone dark and has always been free to all users. Our goal is to keep it this way as we enter this program's 20th year and beyond.

2.) **Starlight® Wish Lists** are the world's first online giving marketplace of its kind that allows everyday philanthropists to improve pediatric care, one dollar at a time. It speaks to the demands of today's donor: timely, transparent and tangible. This cutting edge technology platform enables donors to fill specific unmet needs directly and efficiently. The platform simplifies philanthropy by connecting donors with partner facilities to fulfill critical needs in pediatric care.

In less than one year, more than 550 partner facilities have registered for this new program and published their Wish Lists on Starlight.org, requesting items that transform the hospital experience for children. Donors can sort products by hospital's need, category, or price and choose anything from a \$0.59 box of crayons to a \$5,000 Starlight Fun Center mobile entertainment unit.

Donors can then point, click and ship those items directly to their facility of choice, leveraging the power of Amazon's fulfillment network. One hundred percent of each donation made through the Wish Lists on Starlight.org goes directly to fund the items requested by the participating facility to provide exceptional pediatric care for children, and donors receive a tax receipt for the entire donation amount. Donors are also able to make an optional cash donation to fund Starlight.org.

A second powerful engine on this platform is the capacity to receive large-scale product donations from philanthropic companies that care about the life and health of kids. Partner facilities are notified that items are available and with a small administrative fee to cover shipping and handling, they can order the products to be shipped directly to them.

Starlight Wish Lists are currently available in the US and Puerto Rico, and we are in the R&D phase of a Wish List 2.0 version of the platform that will expand support to include services in addition to products.

The Request for Proposal

The information requested below is intended to help the Starlight Review Committee gauge your agency's interest, capabilities, experience and credentials.

Our goal for engaging a PR AOR is to elevate 1.) in the U.S. and, 2.) global/in-market program awareness and brand recognition for Starlight Children's Foundation among the general public, within pediatric healthcare facilities, systems and network, as well as among the entertainment, technology and e-commerce communities so that we are the charity-of-choice for both individual donors as well as major U.S. and global corporations.

We aim to partner with all standalone children's hospitals worldwide by 2019, and we have identified the remaining standalone children's hospitals where we don't currently have a partnership through the GO, a chapter or an affiliate. We have ranked our priority markets through a weighted system and have already filed our trademarks in these 40 countries.

As Starlight will be selecting finalists directly after review of the RFP responses, we ask that your answers be brief.

Please answer all questions for the presenting office only.

a. GENERAL

1. Basic agency information

- 1) Agency name
- 2) Address
- 3) Main phone
- 4) URL
- 5) Parent company (if any)
- 6) US headquarters location (if different than presenting office)
- 7) List worldwide locations (city and headcount) and specify full-service or satellite
- 8) Primary business development contact (name/title/phone/email)

2. Differentiating factors

There are many similarities between agencies. Please briefly describe, from a big-picture perspective, how your agency differs from your competitors. What sets you apart? (*Please limit your answer to one page.*)

3. Key achievements / innovations

Describe up to three of your agency's most innovative achievements over the last three years that illustrate your ability to help a company prepare and execute a PR campaign to support entry into a new global market. (*Please limit your answer to one page.*)

b. CAPABILITIES (*Please limit answers to one page for each question.*)

- U.S. domestic PR strategy: please describe how your agency approaches supporting clients' brand awareness goals in the following areas:
 - News media relations (B2B and B2C)
 - Digital media, including social networks
 - Key influencers in the entertainment (including celebrities), technology and pediatric healthcare industries
 - Marketing and/or fundraising campaigns
 - Low-cost creative advertising
 - Special events, i.e, celebrity appearances, PR stunts, etc.
- Global market PR strategy: please describe how your agency approaches supporting clients' entrances into global markets.
 - How do you liaise with local office staff?
 - How do you approach cultural positioning?
 - How do you determine the competitive landscape in order to inform your recommendations?
 - How do identify and make recommendations on working with targeted local media, opinion leaders and influencers (news, entertainment, celebrities, etc.)?

5. CLIENTS (*presenting office only*)

- a. Current Client List: list parent company, brand and year acquired for each client. Indicate services performed. Indicate if AOR or project (please include project-based clients only if they have been active in the past six months).

Company/Brand	Year Acquired	AOR or Project	Services Performed

- b. List your presenting office’s three largest accounts.
- c. List your non-profit client experience. Have you provided any services pro bono? If yes, what types of services and how much as a percent of billing?

6. CONFLICTS

Please indicate any conflicts that may exist with the presenting office or within your US network. Conflicts include any large-scale pediatric healthcare charities, such as:

- Children’s Miracle Network
- St. Jude Children’s Research Hospital
- Make-A-Wish Foundation
- March of Dimes
- Ronald McDonald House Charities

Please tell us if any of your current clients may consider Starlight to be a conflict. If so, how would you propose handling this situation?

7. MANAGEMENT/STAFFING BIOS

List key agency executives that you believe would have a high likelihood of working on this account and play a significant role. Provide a brief bio for each, including any relevant category experience.

8. RELEVANT EXPERIENCE

Pediatric healthcare and other non-profit organizations: please briefly describe (one or two pages) any relevant experience in the past three years that you agency has had working with international non-profit organizations. Include the nature of the assignment; AOR or project status; target audience; and scope of work.

9. CASE HISTORIES

(please limit your response to a maximum of two pages per case history.) Please provide two or three cases (from presenting office) that show how your services have contributed to building/reinforcing a brand over time while driving immediate revenue growth, ideally with some of the characteristics and challenges that face Starlight.

Starlight’s challenges

- Starlight has a 32-year history with no brand blemish. We have an incredible Global Board and count Steven Spielberg as our co-Founder and Chairman Emeritus. Although we have this rich history, we have very low domestic brand recognition among some target populations and are working to change this. Hiring a Senior Director of Global Brand, Associate Director of Brand, Marketing manager and a Social Media Manager, as well as contracting with a celebrity relations agency in 2015 will contribute to our improved recognition. A clear indicator of increased recognition is the success of Starlight’s Development team in securing prospect meetings and the inbound calls

coming from strong brands that want to partner with Starlight. We will continue to strive for greater domestic brand awareness in all domestic global expansion communication.

- Although Starlight has a strong brand and we've moved toward domestic brand unification and consistency, our two international affiliates have distinctly different brands, with varying logos, colors, key messages and programs. Although it's not an issue now, with the globalization of everything, it could become one as we expand into other markets.
- There is a lot of noise in the charity space. Donors are looking at many worthwhile causes and deciding which are worthy of their discretionary income. Charity Navigator is a trusted source of a charity's performance. The site ranks Starlight's Accountability/Transparency with four stars (out of four) and three stars (out of four) in Financial performance.
- Starlight's past leaders introduced a new family-centered program in 2006 called Great Escapes. This program was a result of a recommendation by a consultant. Although a valuable program to a small number of families, there wasn't a funding plan around execution and the organization therefore had six straight years in the red, hemorrhaging more than \$12 million. In 2010, Starlight's current Global CEO Jacquie Hart was hired to turn around the organization and re-envision its program delivery. She and her team of top-level, experienced professional staff have been successful in re-aligning the organization and returning it to profitability.
- As a result of a two-year strategic planning process, the GO doubled down on our history of helping the most kids and families mainly through our hospital partners. In 2013, Wish Lists were launched and the Starbright World online community was completely overhauled. Both programs allow us to quickly scale. In 2014, Starlight sunset the Great Escapes program through the GO (covering 46 states) and only offers these events now through its one domestic chapter in New York City. Families loved the program and in certain instances they've had a hard time adjusting to the sunset of this program. At full scale, this program served only 15,000 non-unique participants per year out of the more than 26 million children we currently support.

What we'd like to know

- Why is this case relevant to Starlight?
- How did you help the client enter the market?
- What types of feedback loops do you practice? How were those learnings used to improve upon initial results?
- What were the results and how were they tracked?

10. WHY YOUR AGENCY?

Please describe how you would service the Starlight business, including the presenting office. Why is your agency the right partner for Starlight? Include anything from unique processes/tools to an overall passion for the sector.

11. FEE STRUCTURE

Please outline your fee structure; be specific, and please include any foreign in-market specific services, such as translation, etc.

Submission Guidelines and Review Timeline

Your RFP response should be in 8 1/2" x 11" format only with no oversize presentations or ornate packaging. By 5:00 p.m. PST on January 30, 2015, please email a digital copy of your RFP response to chris.dehaan@starlight.org. If your digital submission is large, please compress it for downloading.

In addition to the email submission, please forward two copies to:

Christopher de Haan
Starlight Children's Foundation
2049 Century Park East, Suite 4320
Los Angeles, CA 90067
424.245.3698

Please feel free to email Chris (chris.dehaan@starlight.org) with any clarifying questions.

Thank you and good luck.

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