

Global Consumer Strategy
RFP Questions & Answers

1. You identify up to 14 current and upcoming markets, including Australia, Brazil, Canada, Germany, France, and others. Are these markets all equal priorities or will some be targeted more heavily than others? For instance, because Germany has an especially negative view of the U.S. right now, will that give it a higher priority for marketing--or a lower one? Or is this something the chosen agency should help determine?

Brand USA's research team uses original and secondary data to determine market priorities for Consumer and Trade marketing. FY18 market priorities have been determined and our strategic approach will be shared with the selected agency.

2. You are looking for actionable insights based on existing research and market intelligence. What is the starting point – what research studies and strategic materials will be made available to the selected firm? Do you have an appetite for conducting new research if the firm believes it is important to do so?

The selected firm will have access to all of Brand USA's relevant research and market intelligence. This includes growth projections, travel motivation, psychographic and demographic information for our target markets. We are open to conducting new research as need and budget allows.

3. You mention creating strategic messaging opportunities. Do you typically create a set of messaging that's then adapted for each country you target? Or do you break this messaging down even further into specific audiences within each country?

In the past, we have created a global concept, which was then adapted/transcreated for each market. Moving forward, we are focused on creating global strategies, which will be developed on a market-by-market basis. The only exception currently is for China, wherein we have an AOR

and develop original messaging and creative. We use both media and messaging to further target our audience.

4. In addition to the traveling public, which other stakeholder groups are important to your success? Can you provide more context on partners and trade please.

Our stakeholders include destination and travel partners (i.e. cities/states, airlines, hotels, etc.), tour operators, travel agencies, and other United States government entities. A thorough briefing will be shared with the selected agency.

5. Do you have a defined path to purchase or would that be up to the selected firm to define?

The Consumer marketing team has defined a global path-to-purchase for potential travelers to the United States, but we would look to the selected agency to help redefine/further develop our current approach.

6. You mention deliverables as strategic plans, creative briefs, SWOT analyses and inter-agency ideation sessions. Can you provide a little direction in terms of the quantity of each – how you want these categorized (e.g. by country, by channel, etc.).

Specific deliverables such as strategic plans, creative briefs, SWOT analyses and inter-agency ideation sessions will vary throughout the year depending on need and will be scoped with the selected agency. At this point, we anticipate a larger-scaled, inter-department SWOT analysis with corresponding strategic plans, plans for future fiscal-year marketing, and several creative briefs throughout the year.

7. What does your ideal partner look like?

Our ideal partner will have experience working with experiential brands, have an understanding of cooperative marketing, have strong research methodologies and the ability to turn insights into actionable marketing strategies and messaging.

8. Do you have a budget range for this work?

The final budget for FY18 deliverables will be scoped with the selected agency.

9. Please could you confirm whether an hourly rate card will be sufficient for your requirements in terms of 'budget' at this stage or whether you are looking for a more structured response in terms of pricing and, if so, what your expectations are in this regard?

Please provide your rate card for the services requested.

10. Can you define your expectations with regard to cooperative marketing?

It is expected that the selected agency will have expertise in working with one or more partner brands to combine efforts, to create effective and mutually beneficial marketing initiatives.

11. To assess any potential conflicts, can you please provide a list of the brands that you currently engage with?

A list of our current partners can be found on our website at <http://www.thebrandusa.com/partners>

12. In the "PURPOSE" section of the RFP, you state, "Brand USA is seeking consultative services for the development of a three-year consumer plan, including messaging architecture for up to 14 different markets." Given the rate at which messaging needs to change today to stay relevant and contextually appropriate, the rate at which popular social and digital platforms create new messaging formats and/or programs, and that new platforms can emerge and gain popularity suddenly, is the goal to produce a single three-year plan that will evolve as it is executed? Or is the goal to create a one-year plan that will be evaluated and adjusted each year, for three

years?

The goal is to create a framework for how we approach Consumer marketing over the next three years, with specificity for the next year. This plan will be assessed and optimized on an annual basis.

13. In the “SCOPE OF WORK” section of the RFP, you state, “The selected agency may also be responsible for developing and executing creative concepts to drive consumer interest and activation of travel to the USA.” Does this also mean that agencies/consultants with existing contracts for developing and executing creative concepts will be invited to bid on the strategy and insight development discussed in this RFP?

Yes. It is assumed that one of our existing creative agencies will execute the strategy and insight development referenced in and created as a result of this RFP. Execution will be covered under a separate statement of work, based on opportunity and need.

14. In the “SCOPE OF WORK, Deliverables” section of the RFP, you state, “Specific deliverables and projects for the remainder of fiscal year 2017 and fiscal year 2018 will be scoped on an as-needed basis. The selected agency will be briefed and assigned a budget for each project.” Do you have any projections or an allocated budget for what the total spend for the work described in the RFP will be for the remainder of FY2017 and FY2018?

No, once the RFP process is complete and the selected agency has been contracted with Brand USA, a full scope of work and corresponding budget will be confirmed.

15. In the “NOTES” section of the RFP, you state, “Brand USA will select one consultant/agency as a result of this RFP. This work will be on a project basis, so we will not be considering a retainer-based relationship.” We acknowledge that there is no retainer for this work; however, is there a contract/master services agreement that sets a limited time frame for this relationship? If yes, what is the time

frame, from beginning date to end date?

A vendor contract/master services agreement with Brand USA can include terms of up to three years. Most contracts last for the duration of one fiscal year (October 1 – September 30). The specific terms will be determined once an agency is selected.

***Update: Since the release of this RFP, Brand USA has opted to consider more than one agency to fulfill Global Consumer Strategy needs.

16. How do you calculate your success metrics?

Success for Brand USA as a whole is incremental international visitation to the United States. For the Consumer marketing team, we measure the success of our websites as well as each media channel for each campaign. This includes a combination of digital metrics, Social KPIs and media efficiencies.

17. In addition to the firm understanding you have of the impact of increased travel to the U.S., do you also have detailed data that specifies characteristics of travel habits by each of the identified 14 markets? Most specifically, where within those countries are most people traveling from, what is their average length of stay, what is their average in-country spend?

This data, along with other original data collected by Brand USA will be shared with the selected agency.

18. Do you know which cities, markets or attractions within the U.S. it will promote, or is this for the consultancy and Brand USA to decide as an outcome of research/insights?

Brand USA has an existing methodology by which it will select and/or partner the cities, markets and attractions within the U.S. we will promote as part of our USA and Co-op Campaigns. This information will be shared with the selected agency.