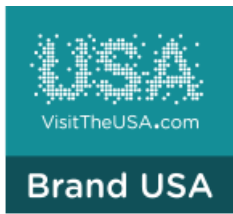




REQUEST FOR PROPOSAL

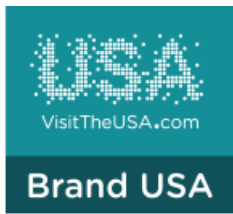
France & Benelux Travel Marketing Services
September 13, 2017



Request for Proposals:
Travel Marketing Services in France & Benelux

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Request for Proposals: Travel Marketing Services in France & Benelux

PURPOSE

The purpose of this RFP is to identify the appropriate travel trade marketing representation firm to represent Brand USA's travel trade interests in France and Benelux. The selected Representation Firm is asked to identify a Strategic Director within their agency who will be considered Brand USA's in-market expert, with the purpose of helping to build and maintain top-of-mind awareness of the USA as a premier travel destination in order to increase international visitation, spend, and market share for the United States. As an extension of the Brand USA team in market, the Strategic Director will ensure all in-market activity represents Brand USA in ways that support the organization's strategies and mission, while protecting and preserving our integrity and brand.

The Strategic Director will be required to develop a strategic travel trade plan. Brand USA does not expect the Representation Firm to do media relations, consumer website development, e -marketing, or social media management as part of the scope of work for this contract.

OVERVIEW OF RESPONSIBILITIES

To increase visitation and spend in the United States, an integral part of Brand USA's strategy is to ensure the USA is prominently positioned within key travel trade distribution networks in market. Brand USA works with the travel trade industry to develop and execute new and innovative programs across all regions of the USA and, in addition, develop and incorporate a rigorous product-training program to educate all levels of industry to inspire and motivate the travel trade to sell destinations of all shapes and sizes, as well as iconic and unexpected experiences, to their customers.

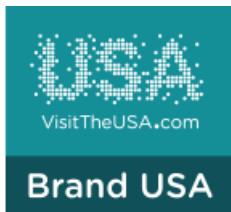
SCOPE OF WORK

The following represents the core responsibilities of the representation firm in support of Brand USA's mission and annual business plan:

Travel Trade

The selected Representation Firm will:

- Identify an individual who will serve as a Strategic Director for Brand USA.
- The Strategic Director will develop and implement an annual strategic travel trade plan aimed at increasing visitation and visitor spend to the USA

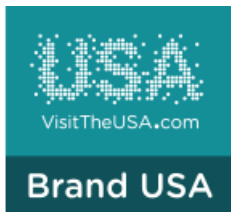


Request for Proposals:
Travel Marketing Services in France & Benelux

- The Strategic Director will provide strategic oversight, planning, and execution of all trade activities in market as proposed in approved annual marketing plan

This will include but not be limited to the following as directed by Brand USA's global development team:

- Provide annual brochure analysis
- Develop and maintain list of both top-producing tour and niche/specialist operators
- Develop and maintain strong relationships and regular contact through direct outreach to: tour operators, wholesalers, consolidators, travel agents, mice/corporate/incentive buyers, airlines, and other distribution intermediaries or related travel partners
- Develop and implement trade programs to increase and enhance the profile of the USA and assist the travel trade in developing new and innovative programs and products consistent with consumer marketing campaigns and messaging, to increase brand and destination awareness and visitation to the USA
- Work to keep destination product offerings current; and develop new travel itineraries and product ideas available for sale
- Identify, develop and implement tactical trade marketing programs with key distribution partners promoting the USA
- Represent Brand USA at key travel industry events including exhibiting at trade shows and other events
- Develop, promote, and execute at least one Brand USA sales mission in market. Execution includes planning and appointment setting with key marketing partners in market
- Assist in the development, management, and possible presentation of cooperative training programs with the travel trade, as well as workshops, road shows, and other creative and innovative programs
- Develop and execute a travel trade familiarization program with the goal of highlighting every region of the country. Create itineraries in conjunction with Brand USA staff. Requirement: minimum of one Product Managers familiarization trips per year (not including Mega Fams)
- Ensure Brand USA is well represented in travel trade programs, brochures, and other industry communications
- Develop niche marketing opportunities and alternative distribution channels for a range of Brand USA niche and specialist travel experiences
- Distribute promotional brochures and literature, and other marketing assets as needed and directed.
- Represent Brand USA at Visit USA Association meetings and coordinate all relevant joint marketing activity
- Log all activity in Brand USA's enterprise management system, powered by Salesforce, on a consistent basis



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and in compliance with prescribed procedures

- Work with Brand USA partners/vendors as needed and directed by Brand USA staff
- Assist Miles Media with the review of the Brand USA Inspiration Guide, Multi-Channel co-ops, and other initiatives as directed by Brand USA
- Assist other 3rd party contractors as directed by Brand USA
- Travel Trade Website
 - As directed by the Brand USA consumer marketing team, contribute and update localized representative information and/or other content requests on in-market localized assets

Account Administration & Overhead

- Provide detailed back-up and appropriate receipts for all monthly expenses related to billable services and out-of-pocket purchases. This documentation shall be submitted monthly along with monthly invoice and report, and will be subject to audit at Brand USA's discretion
- Store and maintain an adequate inventory of Brand USA collateral and promotional items, the selection of which meet all requirements as established by Brand USA
- Maintain a dedicated business phone/fax/e-mail address for trade inquiries about the United States and be able to disseminate appropriate information expediently
- Maintain an in-country presence in Italy for information and assistance to travel trade clients, a dedicated phone/fax/email address for local inquiries.

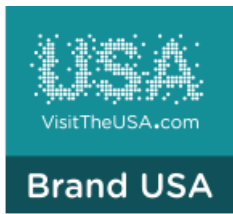
NOTE: Overhead includes, but is not limited to, hardline and mobile phone use, internet charges, lease of office space, local gas mileage, and cost of operations.

BUDGET

Brand USA will fund the contract for France and Benelux to a maximum budget of **USD \$300,000 per fiscal year**.

The budget includes the following: Management fees and staff support for travel trade initiatives and activations for travel trade activities, plus administrative expenses. Any third-party marketing activity costs are not included in the annual market budget allocation.

Proposers should build out a detailed plan and timeline covering deliverables, plus a breakdown of administrative expenses (including all travel), staff support (including titles and the percentage of their time each would be devoted to Brand USA activities), and third-party expenses necessary to accomplish the scope of work outlined.



Request for Proposals:
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MARKETING PROPOSAL

Each proposer should include the resume of the proposed Strategic Director, details and strategies of how the tasks involved in the above Scope of Work would be accomplished, experience in accomplishing those tasks, estimated timeframes for accomplishing those tasks, an implementation schedule, and any deliverables you may provide that will be derived from those tasks. In addition, you should also include a discussion of any relevant managerial experience, examples of any relevant past projects that demonstrate your skills and qualifications, and any other relevant information and evidence to support your skills and qualifications for successfully executing this scope of work and meeting our objectives.

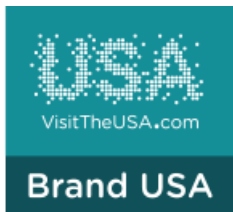
The discussion of these items will be used to evaluate the proposer's qualifications for effectively delivering the requirements outlined within this RFP. Please submit programming for a 12-month period of activity at USD \$300,000.

Please note that the Scope of Work and all tasks involved will be subject to negotiation between Brand USA and the Awardees' for the initial contract period. The details of your proposal will be used to negotiate the contract scope of work, and to evaluate your overall proposal as described in Attachment 3 Written Evaluation Criteria.

Please include in your proposal the following:

- France & Benelux market overview.
- Conditions in the marketplace.
- Competitive analysis.
- Marketing objectives.
- Provide outline of strategic planning process as it relates to time allocated to strategy vs. execution.
- Current and past client list

Travel Trade strategy to include, but not be limited to, the identification of new initiatives to promote the United States to the Travel Trade; the determination of new strategies to participate in targeted co-opportunities with airlines and travel trade, targeting key markets in Italy; discovering of retail strategy(s) to align with Travel Trade distribution channels and opportunities for partnerships, including identifying actions to align with wholesalers,



Request for Proposals: Travel Marketing Services in France & Benelux

on-line travel agencies (OTAs), airlines, and retail travel agencies, both in communicating as well as stimulating arrivals to the destination.

Working closely with the Global Development Team at Brand USA, you will identify and develop a schedule for participation in industry events, tradeshow, workshop presentations, and seminars that reflect participation level consistent with Brand USA goals. This will also include the expansion of product development in the Italian market and an educational strategy(s) and activities to educate and train tour operators and retail agents about the United States, including but not limited to familiarization trips; use of the USA Discovery platform and travel trade engagement and training. Brand USA's on-line training program and other creative vehicles to educate and communicate our destination product.

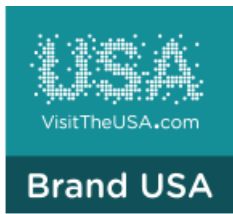
Metrics and Reporting

- Provide annual marketing plan with budget projections and activities that support assigned KPIs provided by Brand USA
- Provide quarterly market intelligence report that includes key trends, threats and opportunities, and/or competitive analysis indicating the state of the industry and the impact of overall Brand USA initiatives
- Provide a written monthly progress report on activities and accomplishments in assigned template. Progress Report is to be received by the 10th of the succeeding month in which the activities were performed. Sample progress report will be provided to the selected proposer upon request
- Provide monthly KPI report for all travel trade activities and joint marketing campaigns
- Provide annual top-line report that includes a competitive analysis indicating the state of the industry, Brand USA's position in the market, product placement prospectus and issues that could adversely or positively affect the destination's strategic position
- Manage all daily activities through Brand USA's enterprise management system, powered by Salesforce. Draft end of the year recap that includes any and all success in product development, product placement, familiarization trips, sales missions, roadshows, tradeshow, trade outreach and other activities

EVALUATION AND SELECTION

Evaluation Procedures

The Brand USA evaluation committee will evaluate and rate all proposals based on the evaluation criteria prescribed in Attachment 3. Proposals may be rejected if minimum requirements are not met. All proposers wishing clarification of this RFP must submit questions in writing to Brand USA, no later than September 20, 2017



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(due by 5:00 pm, EST), and sent by email to rftadmin@thebrandusa.com and copying rftadmin@bmg.travel

Basis for Contract Award

A contract will be awarded to the organization whose proposal is determined to be the most advantageous to Brand USA, taking into consideration the criteria set forth in this RFP.

Post Selection

Upon completing the selection process under this RFP, Brand USA will notify the winning proposer and all other proposers who were not selected. While we understand that non-selected proposers may wish to ascertain reasons for their non-selection, Brand USA's evaluations of proposals are confidential. Accordingly, Brand USA is unable to respond to any subsequent questions and/or requests for information as to why a company was not selected.

ADMINISTRATIVE INFORMATION

Term

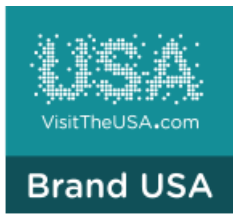
Brand USA expects that the contractual term will start on December 01, 2017 and run 12-months with options to renew the agreement on similar terms upon mutual agreement of Brand USA and the selected Representation Firm.

Budget Form

Your proposed budget should be provided for in the format shown in Attachment 5, presented in U.S. dollars, and based on a full year of activities, administrative expenses, overhead costs that correspond to those detailed in your proposal.

Billing

The budget for this RFP and all administrative and overhead payments shall be made in U.S. dollars. All program and out-of-pocket costs will be reimbursed in the currency in which they were incurred. The RFP budget shall not be adjusted for the rate of currency exchange. Brand USA limits Representation Firm invoicing to two invoices per month. One invoice shall be for administration and overhead. The other invoice shall be for out-of-pocket and third-party expenses. Receipts are required for all out-of-pocket expenses.



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Conflict(s) of Interest

Proposer shall not have direct or general interest in tour operator or tour wholesaler companies, travel agencies, airlines, or other travel trade organizations based in Italy or other countries. The proposer must declare and provide details of any actual, potential or perceived conflict(s) of interest.

Financial Statements

Proposer must demonstrate financial viability for maintaining an account of this size. Please provide financial statements inclusive of income statement and balance sheet.

Financial statements provided must be the most recent statements available, but no more than 12 months old. Financial statements are to be submitted in a sealed envelope. After review, all financial statements will be destroyed or returned to proposer.

If proposal is a joint proposal, you must submit financial statements for all proposers.

Personnel / Management

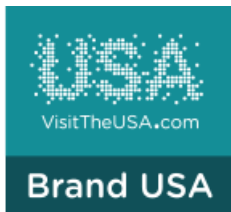
Proposer must provide an individual or team to Brand USA in order to execute aforementioned strategies. Please identify other positions that will conduct day-to-day work on behalf of Brand USA. For all individuals assigned to this account, please provide an organizational chart of proposed staffing and information on each team member that includes:

- Overall experience in marketing accounts
- Current resumes/biographies demonstrating qualifications related to this RFP
- Length of time with agency

Subcontractors

The proposer should identify all proposed subcontractors for work that exceeds \$5,000 per fiscal year and document the portions of service that will be performed by subcontractors and their ability to perform the work. Please provide the name and background of each subcontractor company, if applicable, as well as the resumes of proposed subcontractors' key personnel, including those conducting day-to-day work.

Note: The proposer must make it clear to any subcontractors included in the proposal that if the proposer is selected, the subcontractors may not necessarily be selected.



Request for Proposals: Travel Marketing Services in France & Benelux

Proposal Costs

Costs for developing proposals and related presentations or any subsequent travel related costs that may be required are entirely the responsibility of the proposer and shall not be reimbursed by Brand USA.

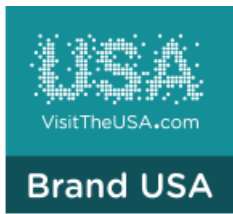
Official Contact

Brand USA requests that the proposer designate one person to receive all communications for clarification and verification of information related to this proposal. Please identify this point of contact on the Notice of Intent to Bid Form (Attachment 1).

SUBMISSION DELIVERABLES & SCHEDULE

Please submit your responses in hard copy and electronic format. All proposals should include a clear, concise narrative. Proposal format is open to presentation style, but must include the following information:

- Executive Summary
 - Market Intelligence, including: A list of the key target markets and demographics on which you believe Brand USA should focus and why
 - Local market insights and intelligence on trends, distribution dynamics, consumer insights, and competitor analysis
 - Any customer complaints or issues that can adversely or positively affect Brand USA's strategic position or business interests
- Please provide a resume of the identified Strategic Director highlighting experience and knowledge of the USA
- The accreditations your company has acquired since its inception, including details of any company membership in professional or trade organization affiliations
- A listing of at least three (3) relevant references, including the name of the reference entity, a brief statement describing the relationship between the proposer and the reference entity, and the name, title and telephone number of a contact person at the reference entity
- Information demonstrating the company's organizational capability to successfully perform the Scope of Work by submitting one or two studies exemplifying proven success in representing a destination
- A description of your abilities to coordinate and work with multiple U.S. stakeholders, destination/supplier offices, and other representation organizations on behalf of Brand USA
- A current client list
- Financial Statements as set forth in the Administrative Information section above
- Conflict(s) of Interest Statement as set forth in the Administrative Information section above



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RFP Management

BMG (BRIC Marketing Group), a third-party agency, has been contracted to assist with the administration of this RFP, including distribution, arrangement of the information, and communication as it pertains to the RFP process.

All communications regarding this RFP must be sent to the Brand USA RFP Administrator at RFPAdmin@thebrandusa.com, with BMG carbon copied (cc'd) using the following address:

Jason Pacheco
Jackie Ennis
Consultants
BMG
U.S. Telephone #: +1 415 817 1262
E-mail: rfpadmin@bmg.travel

This includes delivery of the following documentation by the due dates set forth in the Tentative Scheduled section found below:

- Intent to Bid
- Written Questions
- PDF of Written Proposals

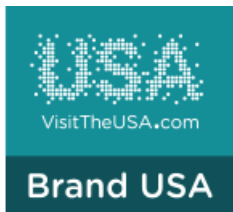
Note that all answers regarding questions and request for clarification regarding this RFP will be responded to publicly consistent with the schedule below to ensure that all respondents have the same information at hand.

Notice of Intent to Bid

Notice of Intent to Bid (Attachment 1) must be received by **September 22, 2017** 5:00 pm, EST. The notice must be submitted via e-mail to rfpadmin@thebrandusa.com and rfpadmin@bmg.travel. The Notice of Intent to Bid is non-binding; however, it ensures the receipt of all addenda related to this RFP. Proposals will be accepted only from applicants who submitted a timely Notice of Intent to Bid.

Certification Form

Certification Form (Attachment 2) must be signed and accompany all RFP Response submissions.



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Tentative Schedule

This tentative schedule may be altered at any time at the discretion of Brand USA. Brand USA reserves the right to reject any and all proposals, or any part thereof; waive an informality in the proposals and accept the proposal that best meets the needs of Brand USA.

A. Request for Proposal Released	September 13, 2017
B. Written Questions due by 5:00p.m. EST	September 20, 2017
C. Intent to Bid due by 5:00 p.m. EST	September 22, 2017
D. Written Questions Answered and Posted to Brand USA Website	September 27, 2017
E. Proposal Due (due by 3:00 p.m. EST)	October 10, 2017
F. Proposal Evaluation by Scoring Committee	October 23, 2017
G. Notification and Scheduling of Finalist Interviews	October 23, 2017
H. Pre Calls to Finalists	October 26, 2017
I. Finalist Presentation/Interviews to be held in London Post WTM	November 9 or 10, 2017
J. Notice of Intent to Award Contract and Public Posting	November 30, 2017

Delivery of Proposal

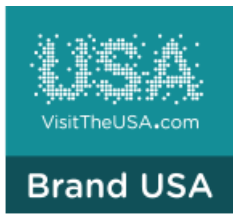
Each proposer is required to deliver eight (8) hard copies in addition to the electronic version of the proposal.

Electronic versions of your proposal must be in a PDF format and sent to rfpadmin@thebrandusa.com with a copy to rfpadmin@bmg.travel. The proposal may not exceed thirty pages double-spaced at 12- point font.

Hard copies should be sent by courier such as Fed Ex or UPS to:

Brand USA Headquarters
C/o RFP Administrator
1725 Eye Street NW, Suite 800
Washington, D.C. 20006
ATTN: RFP – Travel Marketing Services in France and Benelux
Phone: 202.536.2060

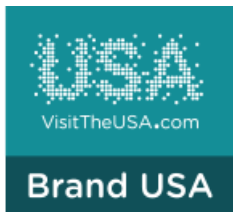
Proposals must be received by the date and time referenced in the tentative schedule (no later than October 10th, 2017 at 3:00 p.m. EST). Late submissions will not be accepted. Proposals may not be faxed.



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Evaluation & Contracting

All proposals satisfying the requirements of this RFP will be evaluated to establish which of the providers best fulfills the needs of Brand USA and this project. This RFP in no way commits Brand USA to award a contract, to pay any costs in preparation of a proposal, or to contract for the goods and/or services offered. Brand USA reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with all qualified providers or to cancel this RFP. After awarding the contract, the schedule will include a period of collaboration between Brand USA and the selected Representation Firm to better define, elaborate upon, and fix the Representation Firm's final Scope of Work and general Terms and Conditions.



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ATTACHMENT 1

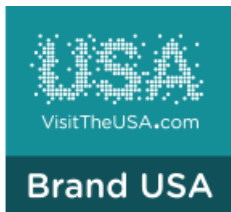
Notice of Intent to Bid

Due: September 22, 2017

SEND TO:

Brand USA Headquarters
C/o RFP Administrator
1725 Eye Street NW, Suite 800
Washington, D.C. 20006
ATTN: RFP – Travel Marketing Services in France and Benelux
Phone: 202.536.2060
Email to: rfpadmin@thebrandusa.com with a copy to rfpadmin@bmg.travel

NAME OF PROPOSER / COMPANY:
CONTACT PERSON:
MAILING ADDRESS:
TELEPHONE:
FAX:
E-MAIL ADDRESS:
WEB SITE:
SIGNED:



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ATTACHMENT 2

Certification

Please include the following statement as part of the proposal:

Certification Statement

By submission of this proposal and authorized signature below, proposer certifies that the undersigned corporate officer has authority to bind the proposer to the terms of this proposal and hereby certifies on behalf of the proposer that:

- He/she has read and understands all commitments and terms of this proposal
- The information contained in this proposal is accurate
- Proposer's quote is valid for at least 120 days from the date of proposal's signature below
- Proposer understands that if selected as the successful proposer, he/she will have ten (10) business days in which to complete contract negotiations, if any, and execute the final contract document
Date of execution can be extended by mutual agreement of Representation Firm / Brand USA

Authorized Signature

Typed or Printed Name

Title

Date

Official Contact

Brand USA requests that the proposer designate one person to receive all communications for clarification and verification of information related to this proposal. Please identify this point of contact below:

Official Contact Name and Title

Email Address

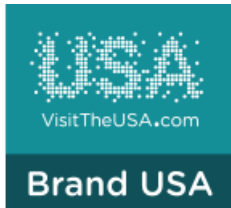
Organization

Phone Number

Street Address

Facsimile Number

City, State/Country, Zip



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ATTACHMENT 3

Proposal Evaluation Criteria

FOR BRAND USA USE ONLY

Bid/Proposal: _____

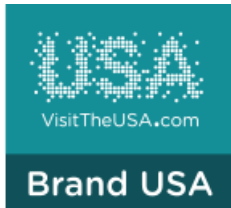
Evaluated By: _____

Date: _____

Proposal Evaluation Criteria

The evaluation committee will judge each written proposal based on the following criteria:

CRITERIA	MAX. POINTS	SCORE
1. Overall Experience of the Firm or Individual: Evaluation will include an assessment of such items as history of your company or professional experience, as it relates to the requirements within this RFP, as well as evidence of past performance and related items.	20	
2 Scope of Work: Evaluation will include an assessment of the quality of proposed strategies, creativity, detail of plan, and related items.	20	
3. Familiarity with Brand USA Brand and Product: Evaluation will include an assessment of your understanding of our organization how you incorporated this knowledge into your proposal, and related items.	10	
4. Qualifications of Personnel: Evaluation will include an assessment of the qualifications and experience of managerial team, staff, and subcontractors and related items.	10	
5. Capabilities: Evaluation will include an assessment of your past performance related to developing effective travel marketing programs.	20	
6. Cost Effectiveness: Evaluation will include an assessment of whether the proposed budget is reasonable and appropriate and if the proposed services are cost effective in relation to the fees charged and value of overall project.	20	
TOTAL POINTS	100	



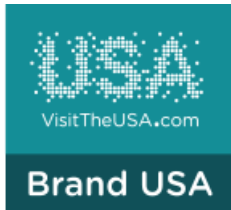
Request for Proposal:
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ATTACHMENT 4

Sample Budget Form

Note: The dollar amounts shown below are for illustration only.

FINANCIAL BUDGET		
Budget Line Items	Name of Program	Program Cost
Travel Trade	Training / Seminars	\$5,000.00
	Trade Shows Participation	\$10,000.00
	Sales Missions	\$10,000.00
	Co-op	\$10,000.00
	Reporting	Included
	SUB TOTAL:	\$45,000.00
MICE	Tradeshows	\$25,000.00
	Sales Calls	
	Partnerships	
Account Administration	Overhead	\$10,000.00
	Retainer	\$30,000.00
	Printing & Production	\$10,000.00
	SUB TOTAL:	\$50,000.00
Total Cost		\$150,000.00



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Sample Staffing Form

STAFFING BUDGET				
Title	Years with Company	Years in RFP Field	Hourly Rate	% Time Assigned to Account
Strategic Director	8	10	\$75	100%
Trade Coordinator	2	5	\$25	50%
Total FTEs: 1.5				