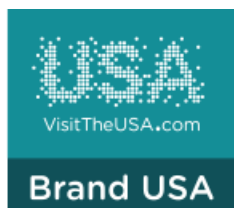




REQUEST FOR PROPOSAL

Brand USA Representational Firm RFP

December 2016



Request for Proposal

INTRODUCTION

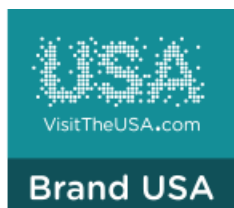
Brand USA is a public-private not for profit organization created by the Travel Promotion Act of 2009. The mission of Brand USA is to generate increased international visitation to the United States and to grow its share of the global travel market. Brand USA will accomplish this via marketing campaigns and programs and partnerships with the travel industry. The incremental increase in international visitation will generate billions of dollars of revenue, which will in turn create new American jobs.

While the United States welcomed 60 million visitors in 2010, its share of the international travel market has decreased significantly over the past decade. The U.S. share of long haul international travel fell from 17.2 percent in 2000 to 12.4% percent in 2010. Brand USA, the U.S.'s National Tourism Marketing Organization will reinvigorate the nation's image and recapture its share of the market.

Brand USA delivers a dynamic marketing program that includes, but is not limited to, a global advertising campaign, earned media and public relations strategies, a robust social media outreach plan, promotional and incentive campaigns, trade shows and sales missions, and educational campaigns about U.S. entry policies. Brand USA carefully selected its marketing tools and target audience after vigorous analysis of existing and original market research.

Brand USA is governed by an 11-member Board of Directors. Each director is appointed by the U.S. Secretary of Commerce. Each director represents a sector of the travel and tourism industry as identified by the Travel Promotion Act. The executive leadership team possesses strong expertise and experience in the travel, tourism, and advertising industries.

Brand USA is committed to including diverse firms as an important part of its sourcing and procurement activities. In furtherance and support of this goal, we encourage minority, women and locally-owned firms to pursue business opportunities with us. Minority and women-owned firms who otherwise meet the minimum requirements set forth in this Request for Proposal are encouraged to submit a Notice of Intent to Bid. In addition, Brand USA also seeks to do business with firms that also recognize the value of diversity and inclusion in the composition of their workforce and in their own contracting, subcontracting or teaming



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activities. We encourage such firms who meet the minimum bidding requirements (regardless of size or ownership) to also submit a Notice of Intent to Bid. Brand USA reserves the right to give weight or allocate bidding credit to diverse firms or those with a demonstrated commitment to inclusion as part of its evaluation process.

WHY DOES A COUNTRY AS POPULAR AS THE USA NEED A MARKETING PROGRAM?

Although the United States remains one of the world's most popular travel destinations, during the first decade of this century, while the global travel market was booming, the USA's share of international travelers declined 37 percent—from 17.2 percent in 2000 to 12.4 percent in 2010. The resulting impact on the U.S. economy was an annual loss of 467,000 jobs and \$606 billion in lost revenue. In addition to being seen as unwelcoming (resulting from increased security measures that came following 9/11) and too familiar, the United States was also one of the world's only industrialized nations without a national tourism board to attract international travelers to its shores in order to fuel the nation's economy by inspiring the world to visit the U.S.A.—to see it again, or for the first time.

With the strength of a national marketing effort from Brand USA now in place, the United States is working to regain its share of the global travel market. By welcoming more international visitors to the USA, Brand USA is supporting U.S. economic growth, helping to spur job creation, and creating a more positive impression of the United States around the world.

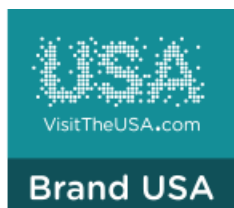
WHY IS INTERNATIONAL VISITATION SO IMPORTANT TO THE NATION'S ECONOMY?

International visitation helps local communities.

On average, overseas visitors spend nearly \$4,500 per trip and generate tax revenue in communities across the USA without burdening local services, such as public schools and fire departments. When international travelers spend this kind of money in our communities, it lessens the tax burden on U.S. citizens.

International visitation supports American jobs and economic growth.

When international visitors come to the U.S.A., the money they spend directly supports more than 1 million



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American jobs and added \$181 billion to the U.S. economy. (Source: US Travel Association and NTTO 2013 Data)

International visitation enhances the image of the United States worldwide.

Surveys show that international visitors to the United States are 74 percent more likely to have a favorable view of America and 61 percent more likely to support U.S. policies.

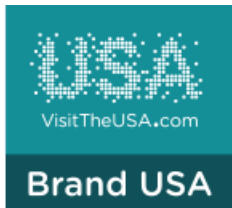
Who Pays for It?

International visitors and private contributions fund the work of Brand USA—with half of Brand USA's budget generated by contributions from the private sector and matching funds provided by a \$10 fee paid by travelers from markets that are not required to have a visa to enter the United States. These markets are designated as visa-waiver countries. As a result, U.S. taxpayers contribute \$0 toward Brand USA's marketing efforts.

BRAND USA IS BUILDING ON SUCCESS

Brand USA is delivering on a dynamic marketing strategy that includes, but is not limited to, a global advertising campaign, earned media and public relations strategies, a robust social media outreach plan, promotional and incentive campaigns, trade shows and sales missions, and educational campaigns about U.S. entry policies. Brand USA carefully selects its marketing tools and target markets and travelers after vigorous analysis of existing and original market research.

In 2013, we were fully deployed (consumer, co-op, and trade marketing) in eight markets (Australia, Brazil, Canada, Germany, Mexico, Japan, South Korea, and the United Kingdom)—and delivered a 47:1 return on marketing investment, 1.1 million incremental visitors, \$3.4 billion in direct travel spending, and \$7.4 billion total spending—which supported 53,000 new jobs. In 2014, Brand USA expanded the consumer campaign to China and Taiwan, and in 2015 will be fully deployed in 14 international markets (Australia, Brazil, Canada, Chile, China, France, Germany, India, Japan, South Korea, Mexico, New Zealand, Taiwan, and the United Kingdom). Every 1 percent increase in travel from these markets fuels the nation's economy by generating 500,000 additional visitors and \$1 billion in international visitor spend a year.



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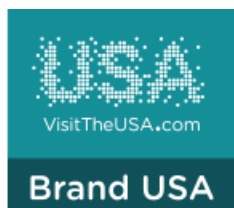
PURPOSE

The purpose of this Request for Proposal (RFP) is to identify the appropriate vendor to help project manage Brand USA's RFPs for representational firms around the globe. This vendor (or vendors) will help identify potential candidates that adhere to best practices for international representation and that are capable of meeting Brand USA's specific needs (developed by Brand USA) in each market. The following markets are under review: Canada; Mexico & Central America; Brazil; UK & Ireland; Germany, Austria & Switzerland; India; China; Japan; South Korea; Hong Kong & Taiwan; Southeast Asia; and Australia & New Zealand. Vendor(s) will facilitate the process by collecting background material, references, arrange in-market interviews, and generally help administer the RFP.

SCOPE OF WORK

The selected vendor will:

- Work with Brand USA to:
 - Learn Brand USA's in-market strategies to help communicate Brand USA's specific requirements in market.
 - Research and recommend potential vendors per market based on:
 - Rep. firm practices/certifications
 - Reputation
 - Relationship with trade
 - Infrastructure/staff size/client base
 - Past projects/successes
 - Other merits agreed upon by Brand USA and Project Manager
 - Send out RFPs to selected vendors.
 - Compile RFPs and background materials to Brand USA.
 - Organize interview process with selected vendors and Brand USA.
 - Post Notice of Intent to Award Contract.



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QUALIFICATIONS

- A proven track record in project management
- A proven track record in working with representational firms in the international marketplace, specifically in the following markets:
 - China
 - Brazil
 - Mexico
 - Europe
- A strong institutional knowledge of and a network of contacts in the global travel trade industry.
- Fluency in Mandarin, Portuguese, and or Spanish would be an additional asset but not required.

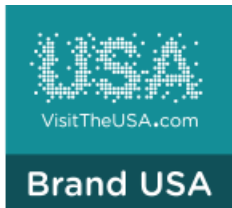
PROPOSAL FORMAT AND SPECS

Please submit your response electronically, via email. Please limit the response to no more than 20 pages in length. Proposal format is open to presentation style, but it must include the following information:

- Company history and background.
- Employee biographies for those who may be responsible for the Brand USA account.
- 3 Client references for companies that the vendor has provided similar work.
- Project plan for conducting 12 RFPs and contracting by September 30, 2017.
- 1 - 2 case studies exemplifying proven success in organizing and evaluating international representation firms or carrying out an RFP process.
- Budget.

BUDGET

Vendors should build out a detailed plan and timeline covering deliverables across Brand USA's markets. Vendors should include a breakdown of administrative expenses (incl. travel), staff time, and third-party expenses necessary to accomplish the goals set forth here.



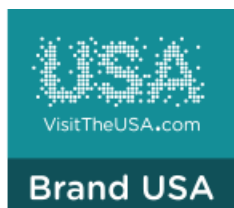
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MINIMUM REQUIREMENTS

Proposals must address each item listed, giving specific details of techniques to be used in achieving these requirements. 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 October 21, 2016 (due by 5:00 pm, EDT), and sent by email to rfpadmin@thebrandusa.com.

Costs for developing proposals are entirely the responsibility of the proposer and shall not be reimbursed by Brand USA.

1. Notice of Intent to Bid (Attachment 1) must be received by January 6, 2017 (due by 5:00 p.m. EDT). The notice shall be sent by email to rfpadmin@thebrandusa.com at the Brand USA office. The NOTICE OF INTENT TO BID, is nonbinding; 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.
2. RFP Responses must contain the following information:
 - a. Executive Summary. Provide description of the nature of the organization's services and activities. Note when the business was established, brief history and location. List the location(s) of the office(s) from which the primary work on this contract would be performed.
 - b. 1 - 2 Case studies.
 - c. Company references.
 - d. RFP process schedule.
 - e. Contract Manager/Team: Identify one individual on the proposer's account team who will manage the contract work. Identify the role of each member who will service the account. Current resumes must be attached for each person who would in any way be associated with this account.
3. No Conflict of Interest: Client relationships that could potentially be considered a conflict of interest must be listed.
4. Budget, including timeline and project plan.
5. 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.

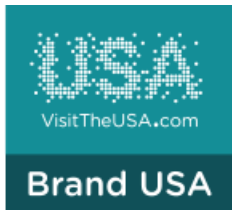
A. Proposal Released	October 14, 2016
B. Written Questions (due by 5:00 p.m. EDT)	October 21, 2016
C. Written Questions Answered and Posted to Brand USA Website	October 28, 2016
D. Notice of Intent To Bid Due (due by 5:00 p.m. EDT)	January 6, 2017
E. Proposal Due (due by 3:00 p.m. EDT)	January 9, 2017
F. Proposal Evaluation by Scoring Committee	January 11, 2017
G. Notification and Scheduling of Finalist Interviews	January 13, 2017
H. Finalist Presentation/Interviews	January 16 – 20, 2017
I. Notice of Intent to Award Contract and Public Posting	January 25, 2017

DELIVERY OF PROPOSAL

Each bidder is required to deliver a .pdf of its proposal to Brand USA's RFP Admin, no later than January 9, 2017 (3:00 p.m. EDT). The .pdf should be no more than three separate files. The proposal may not exceed thirty pages double-spaced at 12-point font.

EVALUATION AND CONTRACTING

All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which of the providers best fulfills the needs of Brand USA and this project. This Request for Proposals 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 Request for Proposals. After awarding the contract, the schedule will include a period of collaboration between Brand USA and the selected Contractor to better define, elaborate upon, and fix the Contractor's final Scope of Work and general Terms and Conditions.



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ATTACHMENT 1

NOTICE OF INTENT TO BID

Due: January 6, 2017

SEND TO:

Brand USA Headquarters

C/O RFP Administrator

1725 Eye Street NW, Suite 800

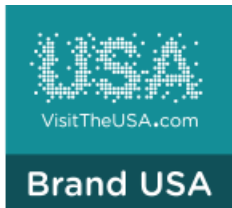
Washington, D.C. 20006

ATTN: RFP – Brand USA Representational Firm RFP

Phone: 202.536.2060

Email: rfpadmin@thebrandusa.com

NAME OF BIDDER / COMPANY:
CONTACT PERSON:
MAILING ADDRESS:
TELEPHONE:
FAX:
E-MAIL ADDRESS:
SIGNED:



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ATTACHMENT 2

CERTIFICATION

Please include this 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 bidder to the terms of this Proposal and hereby certifies on behalf of the bidder 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 contractor / 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

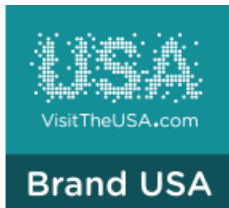
Phone Number

Official Contact Title

Facsimile Number

Email Address

Street, City, State, Zip



Request for Proposal

ATTACHMENT 3

FOR BRAND USA USE ONLY

Bid/Proposal: _____

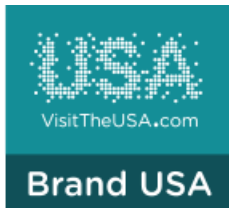
Evaluated By: _____

Date: _____

Proposal Evaluation Criteria

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

	MAX. POINTS	SCORE
1. Demonstrated RFP experience	40	
2. Global experience and qualifications of personnel	25	
3. Strong institutional knowledge of use of and benefits of representation firms	25	
4. Cost effectiveness	10	
TOTAL POINTS	100	



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ATTACHMENT 4

FOR BRAND USA USE ONLY

ORAL INTERVIEW / DEMONSTRATION CRITERIA

The evaluation committee may, if it deems necessary, select certain proposers for oral interviews and/or demonstrations. Interviews/demonstrations apply only to the top finalist(s), as determined by the evaluation committee. The oral interviews/demonstrations will allow finalists to demonstrate their understanding of the project objectives and to articulate their capability to meet or exceed the requirements of this RFP.

The evaluation committee reserves the option of conducting the oral interviews/demonstrations via teleconference, at the Brand USA office, at the finalist's and/or the proposed subcontractor's site, or other designated site.

The evaluation committee reserves the right to designate one or more members of the committee to perform the oral interviews/ demonstrations, if needed, so that grading of oral interviews/demonstrations may be done by fewer than the entire committee.

If interviews/demonstrations are not required, the maximum number of points is 100. If interviews/demonstrations are deemed necessary, the maximum number of points is 150.

If a finalist cannot meet on the designated interview/demonstration date, the evaluation committee reserves the right to disqualify the finalist as non-responsive.

The following criteria will be used for scoring the oral interview/demonstration:

	MAX.	SCORE
1. Articulation of sound process and evaluation criteria	25	
2. Demonstration of RFP process success	25	
Total	50	