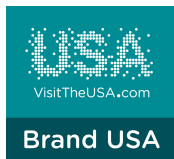


REQUEST FOR PROPOSAL

Global Consumer Strategy

June 23, 2017



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 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 America 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.

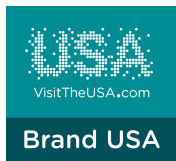
International visitation supports American jobs and economic growth.

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



PURPOSE

The purpose of this Request for Proposal (RFP) is to identify a strategic planning partner. The selected firm will be responsible for supporting Brand USA global consumer-marketing efforts as it relates to the development of messaging plans, content/creative strategy and tactical implementation, and performance reporting.

More specifically, Brand USA is seeking consultative services for the development of a three-year consumer plan, including messaging architecture for up to 14 different markets. This work may include identification of key opportunities and briefs for market-specific campaigns, partner programming, and trade initiatives, all geared toward consumer-relevant activation. The chosen consultant will also collaborate with market experts and partner agencies in developing strategic activation plans to further our consumer mission of providing the right message, at the right moment, to the right audience.

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SCOPE OF WORK

The agency will be responsible for providing strong strategy and insight development for global and country-campaigns that will inform Brand USA's overall creative direction across all channels. The selected agency may also be responsible for developing and executing creative concepts to drive consumer interest and activation of travel to the USA.

This will include development of:

1. Support for annual planning, based on key business objectives, including participation in SWOT analyses
2. Actionable insights based on existing research and market* intelligence; briefings and thought leadership amongst other Brand USA agencies and partners
3. Communication architecture across the path to purchase
4. High concept ideas and activations that fulfill strategic messaging opportunities for consumer marketing, and delivers an integrated solution for Trade and Partner challenges.
5. Integration with Brand USA's co-op marketing platforms and programs and the internal teams who manage these strategies.
6. Program reporting, as requested, to identify key learnings, best practices and future opportunities

*Current and upcoming markets include Australia, Brazil, Canada, Chile, Colombia, China, France, Germany, India, South Korea, Mexico, the Scandinavian Region, Japan and the United Kingdom.

Core Objective

Provide strategic thought leadership on a project basis, identify opportunities, and fulfill Brand USA business needs.

Functional Requirements

- Global marketing strategy development: Demonstrated experience with global market messaging (content) and channel strategy across multiple countries in the travel/tourism or hospitality industry.
- Strong account planning capabilities including development of actionable market insights based on proprietary Brand USA research, and other resources as required.
- Experience with multiple partners with different brand messaging and co-op integration
- High concept thought leadership: non-traditional thinking and creative messaging that delivers high-performance, multi-channel campaigns
- Promotional planning and execution; speed to market is important. Agency must be able to react quickly to tight turnarounds when necessary.
- Travel/tourism or hospitality industry experience and demonstrated knowledge in cooperative marketing required

Deliverables

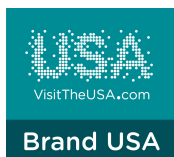
- Deliverables can include strategic plans, creative briefs, SWOT analyses, and participation in inter-agency ideation sessions.
- Specific deliverables and projects for the remainder of fiscal year 2017 and fiscal year 2018 will be scoped on an as-needed basis. The selected agency will be briefed and assigned a budget for each project.
- Project deliverables will vary in size and scope, and may include both strategic consultation and creative execution.

Our Questions: (Direct answers are required in your proposal).

- What is your specialty?
- Do you have experience in international travel marketing? If so, please include examples. If not, show comparable experience.
- Do you have experience in cooperative marketing? Please provide examples.
- Are you able to provide a response to a brief with pricing within 5 business days? If not, what is your typical timetable?
- What has been the biggest issue you've encountered with international strategy and creative development, and how did you solve it satisfactorily?

Your Questions:





Questions you have concerning this RFP must be submitted to rfpadmin@thebrandusa.com by the date listed in the schedule. Answers to questions will be published on www.thebrandusa.com. Company names will be removed. We do not accept questions via phone calls and do not conduct interviews, or have conversations prior to selecting finalists.

PROPOSAL FORMAT AND SPECS

Proposal format is open to presentation style and delivery of the proposing team, but it must include the following information:

- State unique selling proposition over competitors.
- Provide background information on your company, including a list of current clients.
- Demonstration of an ability to meet the qualifications and specific answers to the questions presented.
- Showcase studies (minimum of three) with demonstrated results relevant to Brand USA (scale, industry, and/or similarity).
- Illustrate how we will interact for execution and optimization. For example, how do you deal with revisions?
- Proposed team assignment and corresponding bios/background information.
- Provide three client references.
- Proposal should not exceed 20 pages.

BUDGET

Based on the RFP requirements, the proposer must submit a realistic pricing matrix, or rate card for consultative services and preparation of deliverables.

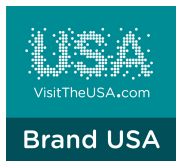
NOTES

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.

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	June 23, 2017
B. Written Questions Due (due by 12:00 noon EDT)	July 6, 2017
C. Written Questions Answered and Posted to Brand USA Website	July 11, 2017
D. Notice of Intent To Bid Due (due by 3:00 p.m. EDT)	July 13, 2017
E. Proposal Due (due by 3:00 p.m. EDT)	July 24, 2017
F. Proposal Evaluation by Scoring Committee	July 28, 2017
G. Notification and Scheduling of Finalist Interviews	August 1
H. Finalist Interviews/Demos	August 7 – August 10,
2017	
I. Notice of Intent to Award Contract and Public Posting	August 14, 2017

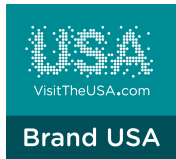


DELIVERY OF PROPOSAL

Proposals may be e-mailed to rfpadmin@thebrandusa.com or sent by courier such as Federal Express, UPS, etc. to:

Brand USA Headquarters
C/O RFP Administrator
1725 Eye Street NW, Suite 800
Washington, D.C. 20006
ATTN: RFP – Global Consumer Strategy
Phone: 202.536.2060
Email: rfpadmin@thebrandusa.com

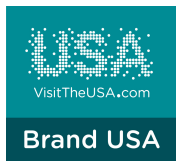




EVALUATION AND CONTRACTING

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.





ATTACHMENT 1

NOTICE OF INTENT TO BID

Due: July 13, 2017

SEND TO:

Brand USA Headquarters

C/O RFP Administrator

1725 Eye Street NW, Suite 800

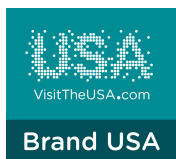
Washington, D.C. 20006

ATTN: RFP – Global Consumer Marketing

Phone: 202.536.2060

Email: rfpadmin@thebrandusa.com

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



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:

1. He/she has read and understands all commitments and terms of this Proposal.
2. The information contained in this Proposal is accurate.
3. Proposer's quote is valid for at least 120 days from the date of proposal's signature below.
4. 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:

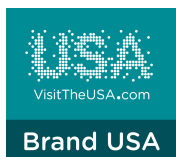
Official Contact Name

Email Address

Phone Number

Official Contact Title

Facsimile Number



Street, City, State, Zip

ATTACHMENT 3

FOR BRAND USA USE ONLY

Bid/Proposal: _____

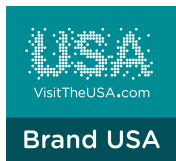
Evaluated By: _____

Date: _____

Proposal Evaluation Criteria

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

	MAX. POINTS	SCORE
Ability to develop strategic plans for global brand and cooperative marketing	60	
Methodology and demonstration of insight development	20	
Demonstrated management experience	10	
Cost Effectiveness	10	
TOTAL POINTS	100	



Request for Proposal

