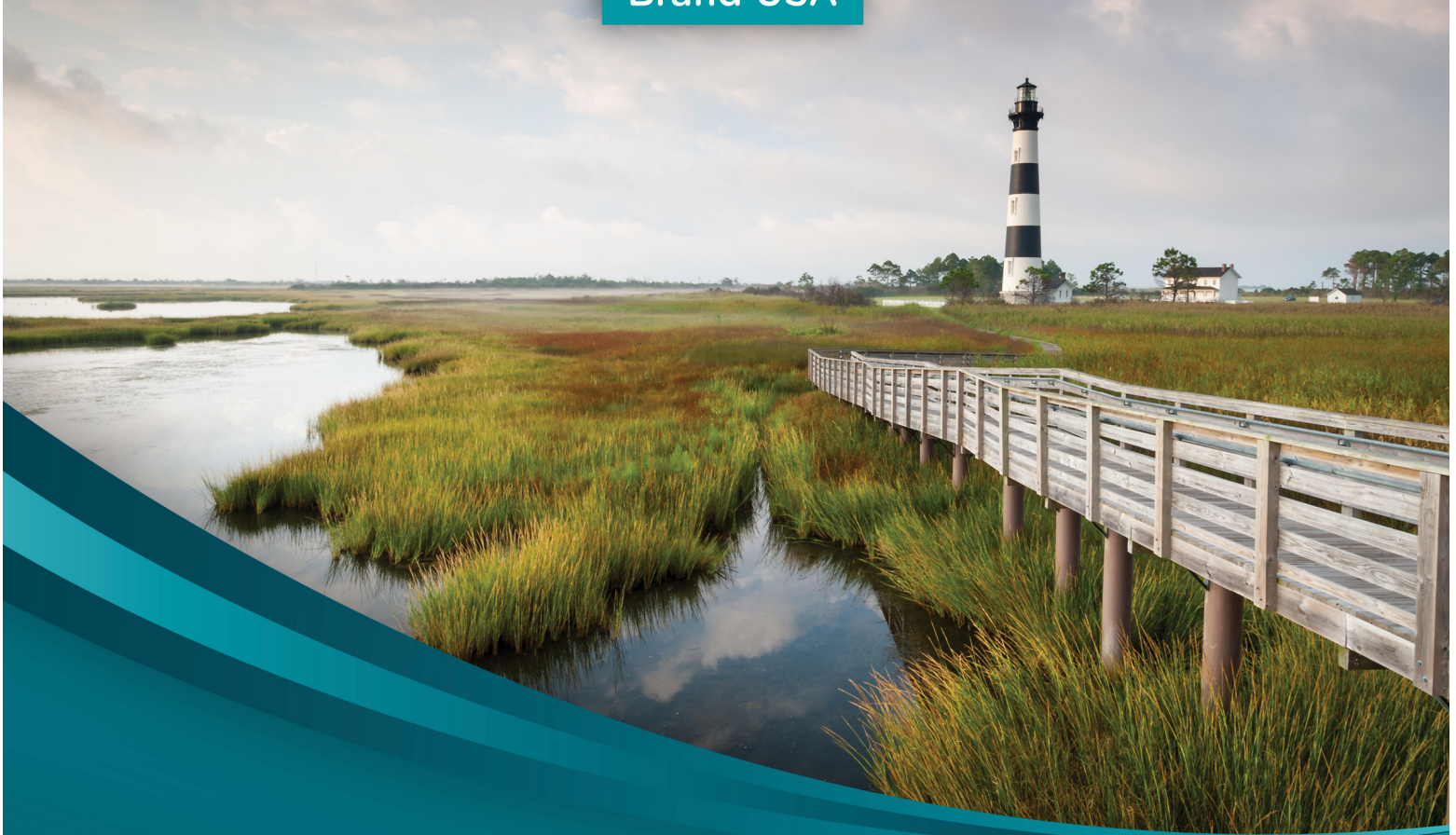


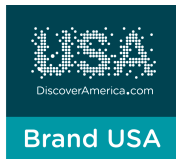
Brand USA



REQUEST FOR PROPOSAL

Website Development and Design for DiscoverAmerica.com

June 25, 2015



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 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.



Request for Proposal

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.

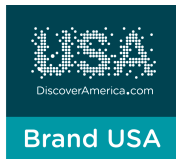
On average, overseas visitors spend nearly \$4,500 per trip and generate tax revenue in communities across the USA without burdening local services, such as public schools and fire departments. When international travelers spend this kind of money in our communities, it lessens the tax burden on U.S.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



Request for Proposal

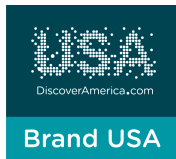
Who Pays for It?

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.



Request for Proposal

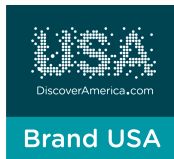
PURPOSE

The purpose of this Request for Proposal (RFP) is to identify a world-class vendor for creating, designing and developing new consumer websites for Brand USA (www.DiscoverAmerica.com). The goal is to create engaging, localized in-language, responsive websites, which will stimulate international consumer desire to travel to the United States of America.

SCOPE OF WORK

The selected vendor will:

- Collaborate with Brand USA and constituents on the creation of website art, features, design, structure and navigation. This entails working with our Agency of Record, Brand USA marketing team, in-market teams and additional agencies to design comprehensive websites.
- Provide technical and strategic guidance and support.
- Build and maintain individual responsive websites for Australia; Brazil; Canada – one in French, one in English; Chile; France; Germany; India; Japan; South Korea, Mexico, the United Kingdom and other markets as identified.
- Develop website features and infrastructure that allows for continuous improvement and user-based customization, including front and back-end coding; ingestion of data as needed, integration of third party APIs; and testing/quality assurance.
- Devise and manage the project roadmap to meet, or beat deadlines.
- Migrate significant volume of content from our current websites.
- Create and maintain a multilingual SEO strategy and execution in all markets.
- Recommend the most appropriate platform to match our needs and update as needed.
- Provide a content audit for each current website.
- After launch, continue to serve as Brand USA's digital agency. These retained services include: management of our master services agreement; future development; technical support; training and maintenance; daily production activities; 20 hours weekly of content uploading/management; interaction with other Brand USA agencies; weekly status calls



Request for Proposal

- with Brand USA; weekly inter-agency calls; budgeting against retainer and additional scope needs.
- Advise Brand USA on leveraging emerging technology.
- Collaborate with content creators and agencies to create a cohesive and optimized digital presence.
- Maximize digital exposure across the globe.

Requirements

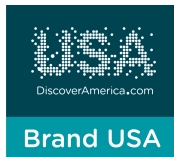
- Responsive design for the best possible experience on mobile, tablet and desktop.
- The content management system must be an intuitive publishing interface, which can be easily learned and utilized by staff.
- The platform solution must be flexible, permitting a variety of customizations without the need for continual backend development.
- SEO optimized in all our languages.
- The websites must be accessible compliant.
- The final design will include at least four different, but complementary, section and article page templates to allow for a variety of execution options for individual websites and campaigns.
- Ability to serve and interact with cookies, which will be utilized to provide a more customized user experience.
- User-management to permit controlled levels of content and workflow options through log-in and password.
- Tool for building forms.
- Support print friendly pages.
- Password protection availability for areas of the sites, if needed.
- One-click social sharing of content. (Social platforms may vary by market).
- Tool for tagging assets such as articles, images and video with text – plus geography (latitude/longitude).
- Backend database integration as necessary.
- Ability to preview on a development server prior to pushing assets live.
- Search friendly site, with fast search capability.

Request for Proposal

- Supported Browsers: Current and last two versions of Chrome, Firefox, Safari, Internet Explorer.
- Supported Mobile Devices: At minimum - iPhone 4, 4s, 5, 5c, 5s, 6, 6s, iPad 2, 3,4; Google Nexus 9, 5, 4; Samsung Galaxy S5, S4, S3; Samsung Galaxy Tablet 4.7.
- Ability to easily post embed video, images, animated gifs, audio and .pdfs.
- Bulk image uploader.
- Flexible image galleries.
- Single sign-on enabling users to save trips they've created from our planning tools.
- Ability to easily pull content from digital asset management system. (Media Valet).
- Rich calendar functionality to highlight events and activities.
- Assist in analytics implementation.
- Update budget on a monthly basis.
- Provide weekly status reports on pending projects.

QUALIFICATIONS

- Three to five years of experience creating and developing international, in-language websites for at least six different countries and at least three different languages.
- At least two years of experience creating the best possible responsive experience for web, tablet and smart phone.
- At least five years of architecture expertise, informed by research, testing and analytics.
- At least five years of experience creating user-friendly graphic designs.
- Experience with developing websites that can engage with partner content and generate revenue platforms.
- Proven experience in developing state-of-the-art digital platforms
- Experience with interactive map development and integration.
- Ability to meet technical specifications with flexibility to tailor the product to meet our needs.
- Significant project management experience.
- Superior references from large consumer brands currently utilizing your services in digital development.



Request for Proposal

- Excellent support system with fast response times.
- Experience working in a multi-agency, fast-paced environment.
- Solid company with proven financial backing.

Special Notes

- Prior to creating your proposal, read the “certification” statement to be certain your company meets the minimum experience requirements.
- DiscoverAmerica.com is built on Sitecore. Outdoors.DiscoverAmerica.com and Flavors.DiscoverAmerica.com are built on Drupal. Most of the content from these three sites will be integrated into the new Discover America websites. We are open to platform suggestions.
- Brand USA also owns GoUSA.cn, GoUSA.tn and TheBrandUSA.com, which are not part of this RFP.
- Hosting, acceleration and geo-targeting are handled by Brand USA.
- Video is hosted on YouTube and embed codes are utilized on our websites.
- Translation is not a requirement of this RFP. However, you will be integrating a translation connector provided by our vendor, SDL.
- Brand USA will provide a branding/style guide.
- Brand USA has analytics staff, so reporting is not a requirement.
- Specific website research and analytics will be provided.
- For budgeting purposes, provide costs for migrating 100%, 50% and 25% of the current content across all websites.
- Contract term: 3 years.
- Prior to creating your proposal, read the “certification” statement to be certain your company meets the minimum experience requirements.

Questions – Please additionally address:

- What is your process and timeline for developing wireframes/ux, art, templates and other necessary design elements?
- What is your specific experience in designing and developing websites for international audiences?
- How do you work with third party APIs to best integrate social media?
- How do you meet custom requirements?

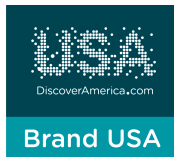
Request for Proposal

- How do you utilize testing and visitor behavior to make UX improvements?
- How will you integrate our digital asset management system, from Media Valet, for easy use with the recommended platform.
- How do you propose these individualized websites technically connect with each other? For example, would it be possible to make one change in English that could publish to all of our English sites? (It is important that each maintain individuality, so unique content can surface).
- What ongoing training is provided?
- What is your maintenance schedule?
- How can we improve our current interactive map?
- What are your typical support response times? Do you use third-party vendors for support and/or maintenance? What are your after-hours response times?
- What are your hourly rates for development beyond the original master services agreement?
- How do you utilize third parties, or outside consultants to perform work?

PROPOSAL FORMAT AND SPECS

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

- At least four links to responsive websites that have been created by your company.
- Case studies (minimum of two) with demonstrated results relevant to Brand USA (industry, or scale similarity).
- Team roles, with supporting resumes and hourly rates.
- What is your employee retention rate?
- Company history and background.
- Illustration of how we will interact for planning, development, execution and optimization.
- Unique selling proposition over competitors.
- Proposal shall not exceed 30 pages.



Request for Proposal

BUDGET

Based on the RFP requirements, the proposer must submit a detailed, realistic budget with an estimated execution timeline.

MINIMUM REQUIREMENTS

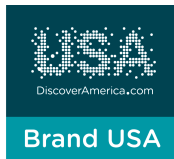
Proposals must address each item listed, giving specific details of techniques to be used in achieving these requirements. Proposals may be rejected if minimum requirements are not met. All proposers wishing clarification of this RFP must submit questions in writing to Brand USA, no later than **July 6, 2015** (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 **July 14, 2015** (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.
 - b. Services and Activities: 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.
 - c. At least four examples of current relevant work.
 - d. No Conflict of Interest: Client relationships that could potentially be considered a conflict of interest must be listed.
 - 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.



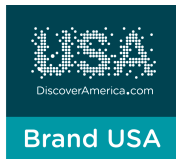
Request for Proposal

- f. References: Provide at least three references.
- g. Budget.
- h. Timeline and project plan.
- 3. **Certification Form (Attachment 2)**: Must be signed and accompany all RFP Response submission.
- 4. **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.

TENTATIVE SCHEDULE

A. Proposal Released	June 25, 2015
B. Written Questions (due by 5:00 p.m. EDT)	July 6, 2015
C. Written Questions Answered and posted to Brand USA Website	July 10, 2015
D. Notice of Intent To Bid Due (due by 5:00 p.m. EDT)	July 14, 2015
E. Proposal Due (due by 3:00 p.m. EDT)	July 29, 2015
F. Proposal Evaluation by scoring committee	August 12, 2015
G. Notification and Scheduling of Finalist Interviews	August 14, 2015
H. Finalist Presentation/Interviews	September 1 - 3, 2015
I. Notice of Intent to Award Contract and Public Posting	September 21, 2015



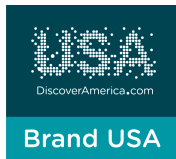
Request for Proposal

DELIVERY OF PROPOSAL

Important: Each bidder is required to deliver ten printed copies of the proposal by 3pm on **July 29, 2015** to Brand USA, 1725 I St NW, #8, Washington, DC 20006. The proposal may not exceed thirty pages double-spaced at 12-point font. Longer proposals may be rejected. Additionally, a .pdf of the proposal must be emailed or delivered to Brand USA's RFP Admin, no later than **July 29, 2015, 3:00 p.m. EDT**). The .pdf should be no more than three separate files.

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.



Request for Proposal

ATTACHMENT 1

NOTICE OF INTENT TO BID

Due: July 14, 2015, 5:00 PM EST.

SEND TO:

Brand USA Headquarters

C/O RFP Administrator

1725 Eye Street NW, Suite 800

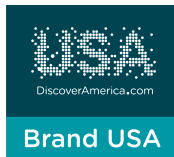
Washington, D.C. 20006

ATTN: RFP – Website Development & Design for DiscoverAmerica.com

Phone: 202.536.2060

Email: rfpadmin@thebrandusa.com

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



Request for Proposal

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:

- Proposer has at least two years of experience in responsive design for web, tablet and smart phone.
- Proposer has at least five years of architecture expertise informed by research, testing and analytics.
- Proposer has at least five years of experience creating graphic designs, with a user-friendly focus.
- 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 has at least three years of experience creating and developing international, in-language websites for at least six different countries and at least three different languages.
- Proposer understands that if selected as the successful Proposer, he/she will have fifteen (15) 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: _____

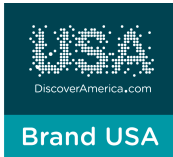
Evaluated By: _____

Date: _____

Proposal Evaluation Criteria

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

	MAX. POINTS	SCORE
1. Ability to meet specifications outlined in RFP	40	
2. Appealing design examples	30	
3. Demonstrated international web development and deployment success	10	
4. Superior/intuitive Content Management System	10	
5. Cost effectiveness	10	
TOTAL POINTS	100	



Request for Proposal

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. Provider demonstrations will be judged on the same criteria as listed in Attachment 3 "Proposal Evaluation Criteria".	50	