

The following are answers to questions Brand USA has received to the RFP for Website Development and Design for DiscoverAmerica.com.

Thanks to everyone who submitted questions. Since many of the questions posed were similar, we have condensed and edited queries. Company names have been removed. If the answer to the question is already in the RFP, or if we were unable to understand a question, we did not provide an answer.

How much creative design work does Brand USA expect the selected agency to deliver versus their existing Agency of Record (AOR)?

A: The selected RFP winner will deliver the creative design/structure/artwork for the new website(s) and in some cases collaborate with our agency of record on visual design, branding and cohesion across channels. With the exception of tool implementation – for example, the interactive map - content development is not part of this RFP.

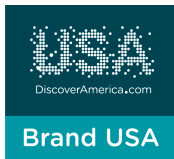
What is the estimated timeline for launches of the new sites?

A: We'd like to see a timeline in your proposal.

Is content personalization on the roadmap?

A: Yes.





Has Brand USA developed personas/segments for each individual country, or do you have a universal persona model that is used for all sites?

A: We have extensive research that will be made available to the selected RFP winner.

Can offshore resources be used for development, content entry and/or UAT?

A: This up to you to propose and if so, explain in your proposal.

Should content be migrated one-on-one, or is some/most/all content 'stale' and to be replaced regardless?

A: For the purposes of this RFP, assume all content will be migrated.

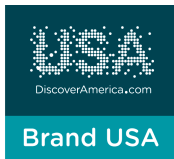
Q: Can we look at current stats on the user journey and general site analytics?

A: You will have access, after you've been selected as the RFP winner.

Q: Can you please explain the process of how DMO's publish new content to the website?

A: Content upload is accomplished internally, or with the assistance of one of our partner agencies.





Q: What is your tolerance to purchase a new high end Web Content Management system?

A: We are interested in hearing about the best solution to meet the needs expressed in the RFP.

Q: What are the KPI's for the site, how do you measure success?

A: Bounce rate, time on site, pages per visit, scroll on page, social shares. Each country site has unique analytics.

Are you happy with the current content load, or are you looking to pare it down? Can we make recommendations based on user analytics?

A: You may make recommendations.

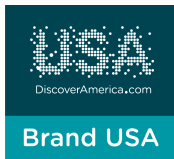
Q: Who provides content? Is there an image library that we would have access to?

A: We generate content from many sources including partners, our agencies, journalists, influencers and more. Yes, we do have an extensive image library.

With respect to the existing discoveramerica.com consumer websites, what are the factors, constraints, and un-met needs driving this initiative?

A: Desired growth. Increase of mobile device use. Better customization by market. Ability to more easily surface content without the need for constant development. Better user experience.





To what extent does overall Customer Experience and personalized, targeted content figure into the Brand USA marketing strategy?

A: To a large degree.

To what extent does Brand USA have an understanding of the customer journey? Has the customer journey been mapped or documented?

A: We have extensive research available to the RFP award winner.

Does the upcoming vendor/platform selection for (thebrandusa.com) have any influence on the vendor, or CMS platform selection for this RFP?

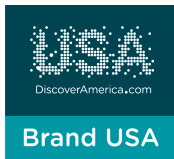
A: No.

In the RFP, Brand USA identifies two existing CMS platforms: Sitecore and Drupal. What requirements, or factors influenced the implementation of two very different technologies and systems?

A: History and expediency.

What should the content audit contain? (e.g. what will the content be audited against?)

A: The content audit should quantify the number of pages, number of embed videos and number of images for each in-country website. If feasible, topics of content should be included.



What are the consequences of a delayed engagement?

A: Contract renewal. Loss of faith in your company. Potential financial penalty. Submit a realistic timeline that you are certain you can meet.

Is the budget for this initiative fully allocated, authorized, and protected? Would additional funding be available if necessary? Are any other projects competing for the same budget?

A: The RFP winner will receive a contract with a specified award. Assume additional funds will not be available. No other projects are competing for this same budget.

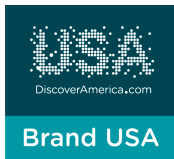
Considering the constraints of Sitecore and Drupal with respect to publishing multi global, in-language, sites, personalization, and scalability, how would Brand USA characterize it's openness to consider a new CMS platform, assuming the new CMS exceeds the requirements as identified in the RFP and resolves and issues/un-met needs with both existing CMSs?

A: We are open to learning about your proposed CMS.

Will the content audit for each site be focused on content quality and relevancy, or just intended to create a content inventory?

A: Primarily to create an inventory. If not cost prohibitive, an audit of quality of relevancy would be great.





Would Brand USA consider cloud based content management solutions?

A: If you believe this is the best solution, explain why.

Would Brand USA consider a managed services solution to host, maintain, and update sites?

A: Hosting and managed services are not part of this RFP.

What current analytics solution does Brand USA use?

A: Google Analytics.

How many content editors will be using the system?

A: The number will vary. There could be over a dozen people.

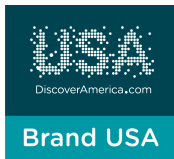
What is the frequency of content changes? (Daily, weekly, monthly)

A: Yes. Daily, weekly and monthly.

Are you expecting a different user experience for pre & post login?

A: Only to the degree that logged-in users would be able to save trips from their map. If you'd like to suggest other scenarios, do so.





Will the website be integrated with a CRM and/or marketing automation platform? If so, could you provide a list of systems as well system names that the CMS platform will need to integrate or interact with?

A: No, it will not be integrated with a CRM.

Can two agencies partner to respond the RFP?

A: Yes. Explain why this is the best approach.

Does the responding agency have to be a U.S. based company?

A: No.

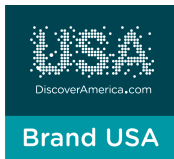
Is there any issue with having the requested work performed outside of the USA?

A: No.

Will you accept only electronic copies in PDF format for this response?

A: No.





Please confirm that the Intent to Bid can be emailed rather than providing it in email and hardcopy (as indicated in Attachment 1).

A: Yes, you may email your intent form.

What are the number # of competing firms / # of expected RFP responses?

A: We have received a number of responses and continue to receive responses daily.

Are the incumbent AOR's invited in participating in the RFP?

A: This RFP is open to all qualified companies.

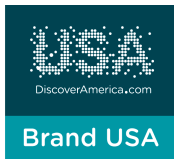
What is the number of agencies based outside the U.S. asked to participate?

A: We did not ask any specific agencies to participate either domestically or internationally. We did widely circulate the RFP.

What role does pricing play in decision making?

A: Most importantly, your proposed budget should be realistic.





Who's managing the competition process team and who is tasked with the final decision?

A: The process is managed internally at Brand USA. The final decision rests with a Brand USA RFP committee.

Is there an opportunity for us to have a discovery session for more information?

A: We do not hold discovery sessions. We put as much detail as possible in the RFP so applicants will all have the same information.

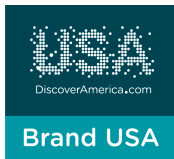
Can you provide the name of your current hosting provider for DiscoverAmerica.com, Outdoors.DiscoverAmerica.com & Flavors.DiscoverAmerica.com?

A: Hosting is not part of this RFP. Because there is a maximum number of pages permitted for your proposal, our advice is to not waste space addressing this subject.

Regarding support response times, is Brand USA looking for the vendor to provide application tier support, or managed services?

A: Application/Content Management System support.





Regarding training, can Brand USA provide more information about the number of individuals that would require training and/or any preference for what type of on-going training would be helpful?

A: CMS training may be done via web-ex. If your CMS permits simple webpage building, then this would also be part of the training. Less than thirty people will require training, but they are all over the world.

Does Brand USA have a goal/desire to have all your websites operating within the same CMS at some point in the future?

A: All of our consumer websites (DiscoverAmerica.com) will utilize the CMS selected under this RFP.

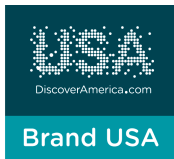
Do you have a total count of pages per language that would need to be reviewed as part of the comprehensive content audit?

A: No, we do not.

Is the migration of content envisioned to be automated, or is there a hand-review and potential editing imagined for all pages?

A: The initial migration could be automated and then adjusted to fit design. We will look to you to provide direction.





Do you have a target launch date?

A: These sites will launch in 2016. Present a realistic schedule that will not compromise quality.

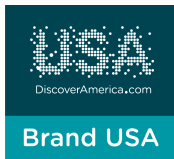
Are you open to launching various language sites over the course of several months?

A: Our preference is to launch all sites at once. If you feel this can't be accomplished in a reasonable timetable, let us know in your proposal.

Can you describe the technical integration with your translation provider in more detail? Is there any documentation available?

A: The selected solution will need to provide an integration with SDL's translation management system to automate translation requests. Current technology setup requires that the integration be done by using a Content Transfer API (CTA) to send content to SDL TMS for translation, check the status of on-going translations and return completed translations to the client. The CTA is an object-based API which is used to generate XML messages. Implementations exist for Java and .Net. The CTA uses HTTP as the transport mechanism for sending requests to and receiving responses from the SDLTMS server. Technology may evolve, therefore proposed solution should be flexible.





If you were to rank the goals of the new website, what would they be?

A: The overall goal is to inspire travel to the USA.

What do you see as the biggest challenges with the performance of the current website?

A: Continual need for custom site development to surface new designs and content. The current site is not responsive and so we have separate mobile development and content entry. The websites are not consistently customized to the target audience.

How would you describe marketing's role and technology's role in the redesign?

A: Technology shapes the experience. Marketing brings visitors.

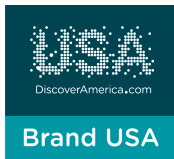
The contract term is stated as three years. Should we consider the maintenance period to extend from launch until three years from inception?

A: Yes.

Can you provide your current style guide?

A: The RFP award winner will receive our style guide.





Regarding the development and maintenance of individual responsive websites for different countries, how similar/different are these planned to be? Will they follow the same structure and design but have translated content, or are they intended to be more distinct?

A: The websites can have the same, or similar look and functionality. However, if you feel that they should be different and it makes economic sense, we are open to hearing your plan. Content is sometimes translated and sometimes created in-language. Translation is not part of this RFP. At a minimum, relevant content should be surfaced to specific audiences to better appeal to each market.

What kind of user-based customization is envisioned besides language/country selection?

A: We'd like to hear your suggestions.

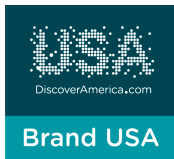
How many APIs are expected to be integrated? Will APIs differ by site?

A: We have twelve APIs deployed on the current site(s). In the future, they could vary by website.

Presently, is there any other third party data source/database connectivity with the existing site, or sites with content being migrated?

A: No.





Could you please confirm your ideal timeline for project kickoff and execution upon the completion of the RFP process?

A: These sites must launch during 2016. We are interested in seeing your timeline based on our requirements.

Are there any minimal requirements for how partners will need to be integrated into the site?

A: We strive to be flexible for our partners.

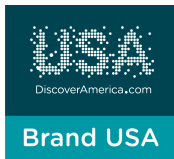
Could you please identify any third-party tool integration that will be mandatory for inclusion on the new site? (e.g. Mass Relevance, Janrain, Percolate, etc.)

A: We currently use a translation connector (SDL); a digital asset management (Media Valet) system; an interactive map (Google) (This Moment) (Applied Geographics), social (Instagram, Twitter, Facebook) and will be integrating a content calendar and management tool (which will likely publish to the site).

Do you wish to conduct heuristic testing and/or user experience testing, or will you be providing your own desired research and insights for UX?

A: The RFP award winner will receive our testing research.





Do you wish to use a video hosting platform or online video player solution (e.g. Brightcove), or do you wish to continue to use a web streaming platform with embed codes (e.g. YouTube, Vimeo)?

A: We will continue to use a streaming platform. A proprietary player is not needed.

Regarding “single sign-on enabling users to save trips they’ve created from our planning tools”, we’ve found through our experience with DMO organizations that this functionality is often expensive and rarely used. Do you have usage numbers backing up the continuation of this service, or are you open to excluding it from the site in the future?

A: We are open to hear your suggestions. Our website is focused on inspiration and travel planning.

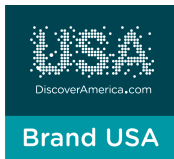
Regarding “experience with developing websites that can engage with partner content and generate revenue platforms,” do you have examples of what you mean by “revenue platforms”?

A: The ability to seamlessly integrate partner sponsored content.

Will Outdoors.DiscoverAmerica.com and Flavors.DiscoverAmerica.com be integrated into the new DiscoverAmerica.com site experience?

A: Yes, the sites will be integrated into the new website(s).





With regard to migrating a significant volume of existing content to the new website, what format is that content currently in (web databases vs. offline databases)?

A: Web.

