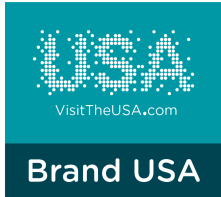


## Answers to Questions Received for Brand USA's Procurement Risk & Compliance RFP

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Question No.	Question	Answer
1	Provide any feedback as to how you identified our firm as a candidate?	Our RFP was sent to firms identified using various lists of locally based firms. These lists included Accounting Today " <i>2017 Top 100 Firms</i> ", Inside Public Accounting " <i>Top 100 Firms 2017 Special Report</i> ", and Accounting Today " <i>Accounting Today names 2017 Best Firms to Work For</i> ".
2	Will Brand USA consider separating any parts of the Required Services?	While that is not our preference, we will consider all proposals submitted.
3	Would it be acceptable to sub-contract a portion of the requested services?	A Prime/Subcontractor response is permissible.
4	Is it acceptable if the Engagement Manager (EM) is licensed as a CPA in Maryland or Virginia?	The RFP requires that the Engagement Manager (EM) be licensed in the District of Columbia. We will consider Maryland or Virginia licensed CPA holders if the proposal is otherwise compelling.
5	Has Brand USA previously audited any of its creative or media agencies?	No.

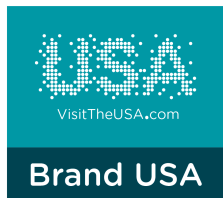


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Question No.	Question	Answer
6	Are contract compliance audits for its creative or media agencies within the required scope of the RFP?	Yes, however the term "audit" has various meanings. The RFP does not contain the term, however, a vendor risk assessment, that includes a review of contractual documentation to determine its compliance with Brand USA procurement policy is within the scope of the services being requested.
7	Will the selected vendor be provided with online access to invoices, expense reports, and related documentation?	Yes.
8	Does Brand USA utilize a contract repository and/or contract database, and will online access to this repository be provided to the selected provider?	Yes.
9	What ERP system(s) does Brand USA utilize to process invoices and/or expense reports?	Invoices are processed using Paramount WorkPlace. Expense reports are processed using Concur.
10	Roughly how many suppliers are currently used by Brand USA?	We currently have 1,300 active vendors. A vendor is considered active if we have processed an invoice from them in the past 2 years.

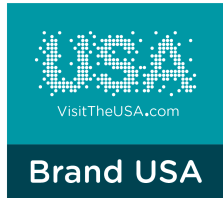


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Question No.	Question	Answer
11	Have any risk assessments been performed in the past? If so, is there an existing assessment questionnaire currently being used, or will the selected vendor be required to create a tailored one for Brand USA?	Yes, vendor risk assessments have been conducted in the past. These assessments included the use of an assessment questionnaire. The selected vendor is expected to create and utilize whatever tools are needed to effectively and efficiently conduct vendor risk assessments.
12	Will Brand USA provide detailed artifacts (e.g. penetration test results, vulnerability assessments, information security policies) to support risk assessment questions during the RFP response evaluation period?	No.
13	Will the vendor risk assessment process include proposing remediation strategies and communicating these recommendations to Brand USA's vendors? If so, is this a required component of the 12/31/18 deliverable?	It is expected that the selected vendor will provide remediation strategies as part of the vendor risk assessment deliverable, no later than December 31, 2018. Communication of any recommendations to Brand USA's vendors is not within the scope of the services being requested.
14	Does Brand USA intend to continuously assess its active vendors as part of an ongoing vendor risk management program (e.g., annually), or is this a request for a one-time assessment?	We intend to continuously assess our vendor relationships on an ongoing basis. We expect the selected vendor to provide recommendations on ways to accomplish this, and at what frequency.

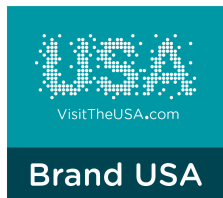


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Question No.	Question	Answer
15	Does Brand USA envision that this work will be performed at the Brand USA office or remotely? If the work is to be done remotely, how will the selected vendor get access to the required documentation?	The review of invoices and expense reports will be performed remotely. It is expected that the vendor risk assessment will be conducted both at Brand USA's office and remotely.
16	Are the invoices and employee expense reports in an electronic or paper format? If in paper, where are they located, and will Brand USA ship them to the selected vendor's location?	All invoices and expense reports are available for review in electronic format. Paper documentation is not used during the review of our payables.
17	Can Brand USA provide statistics regarding how many line items are contained in an expense report?	Expense reports can contain as many as 15 or as few as 1 line item.
18	In order to clarify the deliverable, the RFP indicated <i>"Vendor must review 100% of invoices and employee expense reports on a weekly basis for compliance..."</i> Please clarify the period during which these documents will be reviewed. Will the previous years' invoices be reviewed or only on a go forward basis?	Invoices and expense reports are reviewed only on a go-forward basis. Previously reviewed (i.e., any payables processed prior to the start of the selected vendor's engagement) are not within the scope of the services being requested.

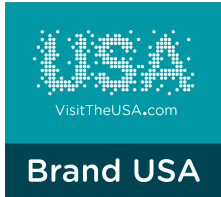


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Question No.	Question	Answer
19	In order to clarify the deliverable, the RFP indicated <i>"Vendor must review 100% of invoices and employee expense reports on a weekly basis for compliance..."</i> Approximately how many additional third-party vendors does Brand USA have a relationship with?	There are no "additional third-party vendors", we currently have 1,300 active vendors. A vendor is considered active if we have processed an invoice from them in the past 2 years.
20	Can you provide copies of Brand USA's payment policies and Travel & Expense Management Policy?	No. Copies of our procurement and travel & expense management policies will be provided to the selected vendor.
21	Can you provide the Brand USA-specified metadata and demographics?	Brand USA-specified metadata and demographics collected during previous vendor risk assessments include: Vendor Name & ID, Risk Rating, Location, Company Type, Year-to-Date Spending, Value of Contracts, Company Information, Percentage of Income from Brand USA, Annual Revenue, Number of Employees, and Vendor Expense Categories.
22	For the purposes of the walkthroughs of the procurement process and management of vendor relationships, is this a centralized function, or does each office have its own relationships?	The procurement process at Brand USA is decentralized. Employees of Brand USA, and members of our representation firms throughout globe, as well as selected vendors within the United States procure goods and services on our behalf. Vendor relationship management is, therefore, also decentralized.

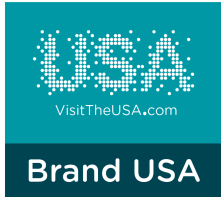


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Question No.	Question	Answer
23	If the procurement is decentralized, does each office follow the same policy and procedure?	Everyone (employees and vendors operation on our behalf) are required to follow Brand USA procurement and travel expense management policies.
24	Where is the current vendor risk assessment data maintained (centralized in DC or decentralized)?	Vendor risk assessment data is maintained centrally at Brand USA headquarters.
25	Does Brand USA maintain offices where English is not spoken?	No.
26	Can you summarize the type services or items that Brand USA is acquiring from vendors? Are these fixed price or time and material invoices or both?	We acquire goods and services generally related to marketing and advertising. Our agreements are generally fixed price, but some are time and material contracts, depending on the goods or services being procured.

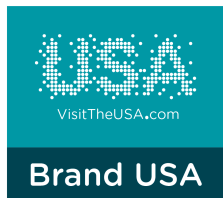


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Question No.	Question	Answer
27	How does Brand USA define operational risk versus performance risk?	<p><b>Operational risk</b> refers to the chance of a financial loss due to inadequate or failed internal processes, people, and systems. An example of an operational risk would be the lack of adequate invoice review prior to payment.</p> <p><b>Performance risk</b> describes the impact of projects which fail to deliver results in line with the business requirements used to justify them. An example would be a web marketing program which did not produce the expected click throughs due to improper targeting.</p>

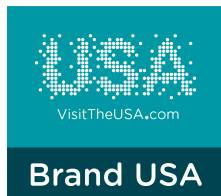


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Question No.	Question	Answer
28	Can Brand USA provide an example of the monthly deliverable (to indicate the detail and formality of the communication) for risks identified from monthly errors and exceptions?	No, however the monthly compliance report will provide summary and detail information, by invoice and expense report, of variances from policy. Example invoice discrepancies include: payee name not same as name on invoice, service/product described on invoice not consistent with contract, services delivered per invoice outside of contract performance dates. Example expense report discrepancies include: travel not booked in advance, receipts that don't tie to the expense report, non-itemized receipt, incorrect foreign currency conversion, rates in excess of tier limits.
29	Is the vendor selected responsible for providing recommendations for communication, training and improvement programs surrounding the monthly deliverable?	Yes.
30	What is the driving reason(s) behind this project?	This request for services is driven by our desire to ensure that we avail ourselves of best practices regarding payables compliance review and vendor risk management.



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Question No.	Question	Answer
31	Does the request to perform 100% transaction testing come from an external source (partner or funder) or is it more to ensure complete compliance?	Full payables review is a key component of our compliance regimen.
32	Are you interested in evaluating a technology solution to accomplish this testing (or streamline it)?	Respondents are free to propose whatever solutions you feel provide the most value to Brand USA.
33	If you undergo a Yellow Book audit, could you provide us a copy of the report with findings?	Brand USA is not subject to Yellow Book audits.
34	When did Brand USA last conduct a risk assessment? Was it an enterprise risk assessment or an assessment over one or more specific areas? Will those results be made available, and if so, when?	We conducted our last vendor risk assessment in May 2016. The results of this assessment will be made available to the selected firm.
35	Is this intended to be an ongoing engagement? What period do you envision this engagement covering? What is the backlog related to this work? What is the term of the monthly deliverable engagement?	Yes, this is intended to be an ongoing engagement. There is no backlog associated with the services being requested.
36	Is there a procurement system in place to aid in purchasing controls and if so, will you provide the related documentation and/or policies and procedures?	Yes, we use Salesforce, Paramount WorkPlace, and Concur in our procurement process. These systems provide procurement controls.



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Question No.	Question	Answer
37	What is the main reason behind the contractor review of invoices and employee expense reports? Is this being done as part of Brand USA's internal control or is it to check Brand USA's compliance with its internal controls?	Full payables review is a key component of our compliance regimen.