



GREATER MIAMI
CONVENTION &
VISITORS BUREAU

DIGITAL AGENCY RFQ

Intent to Respond Due: Oct 9, 2019

Proposals Due: Oct 23, 2019



ABOUT THE GREATER MIAMI CONVENTION & VISITORS BUREAU

The GMCVB is a sales and marketing organization. Its mission is to attract and encourage all persons and organizations to visit Greater Miami and the Beaches for conventions, business and leisure. Acting on behalf of its members, its government partners and the citizens of Miami-Dade County, the GMCVB markets and promotes all segments of the community as a preferred destination, helping to generate 23.3 million visitors, 18 billion dollars and 140,700 jobs for our economy each year. In furtherance of this mission, the GMCVB will support and encourage actions and programs that enhance the desirability and attractiveness of Greater Miami and The Beaches for its visitors. We maintain a network of international offices, and work closely with a range of partners, governments, and industry organizations and our community to deliver a strong and sustainable tourism industry for the region.

More information:

[About the GMCVB](#)

[Miami and the Beaches Research and Statistics](#)

RFQ SUMMARY

The GMCVB seeks a **Digital Agency** to lead the overall digital and website strategy, website design, CRM program and other digital initiatives. The agency will work in collaboration with the GMCVB and its partner agencies in the development and optimization of a world-class website and digital programs, further accelerating Greater Miami and The Beaches' growth as a year-round international travel destination.

The Request for Qualification process launching on September 23rd, 2019 will identify a **Digital Agency** to support all digital customer experience design. The focus for 2020 activities will be on website enhancements and CRM initiatives. The RFQ process will concurrently seek a **Web Development Agency** with Kentico development experience – requirements are listed in the separate Website Development Agency RFQ. The Digital Agency scope does not include media planning and buying – all media management is handled by the Advertising Agency VMLY&R.

The GMCVB may select a combination of agencies as appropriate, making a price, value, and quality decision based on fit for our needs. Candidates may bid on one or more RFQ areas. Agencies may collaborate to respond to portions of the RFQ, as long as all relationships are fully disclosed. Should an agency using partners be selected, the GMCVB expects to contract with all parties including subcontractors directly.

Agencies with primary offices within the Eastern Time Zone, plus or minus one hour, are preferred.

The GMCVB is an equal opportunity employer. All partners are encouraged to meet or exceed the minority goals provided by Miami-Dade County laws, through their own hiring practices as

well as through contracts with qualified minority or women-owned subcontractors.

AGENCY SCOPE & CAPABILITIES

The GMCVB requires an innovative Digital Agency that can work in concert with internal and external resources to lead the strategic planning, testing, measurement and optimization of digital initiatives. The goal will be to define and design the entire prospect and customer engagement experience in collaboration with the GMCVB and partner agencies. The 2020 focus will be on website enhancements, growing of the testing approach for ongoing optimization, and relationship marketing programs. The agency will build on the GMCVB's proprietary responsive website and other digital platforms to facilitate an integrated user experience.

Digital Agency candidates must offer:

- Demonstrable experience in strategy, project management and optimization of web, email and other digital platform experiences for domestic and International audiences
- Innovative mobile-first digital design experience for web, email and other platforms
- Experience developing digital strategic roadmaps, performance scorecards and actionable digital analysis and insights
- Experience in proposing and planning complex marketing automation based on user's digital behavior, preferences, personas, digital scoring and personalization
- Web application strategy and experience
- Technical and content-driven SEO experience
- Experience with geolocation, AR and VR mapping for advanced contextual user experiences

The initial term of the agreement will be approximately one year.

PRIMARY BUSINESS GOALS

The GMCVB works with its agency partners to develop and implement strategies and programs that are integrated with the GMCVB's overall efforts.

- I. Increase awareness and consideration of Miami as a world-class destination for leisure, meetings and convention travel and events in the United States and internationally.
- II. Increase the total number of overnight visitors annually, as well as increase the length of stay in Greater Miami and the Beaches.
- III. Increase meetings and conventions in Greater Miami and the Beaches, driving incremental high value Miami Beach Convention Center city-wide bookings in the next 5 years.

TARGET AUDIENCE & MARKETING

The GMCVB's primary audiences include Leisure Consumers, Meeting Planners, Travel Agents, Tour Operators, GMCVB Partners and Journalists. In addition to our general market programs, targeted advertising programs focus on African American, US Hispanic, and LGBTQ Visitors, showcasing Miami's multicultural diversity.

The GMCVB's primary marketing efforts are focused on U.S. markets include New York, Chicago, Philadelphia, Boston, Atlanta, Washington DC and Florida drive markets. Primary international markets include Latin America, Germany, the United Kingdom, Canada, and the Caribbean. Primary marketing channels include web, content marketing, native, social, Google blog, social influencer, search and display media.

GMCVB WEBSITE

The GMCVB website has more than 4.5M visitors each year. More than 70% of the total site traffic includes domestic market visitors led by Florida, New York, California, Georgia and Texas. Internationally, Germany, Brazil, Canada and the UK lead website visitation. More than 54% of visitors to the website are female with almost a third of visitors having an age range of 25-34., and over 63% of all visitors are on mobile devices.

LEAD DIGITAL STRATEGY AND DESIGN AGENCY OVERVIEW

The GMCVB requires a **Digital Agency** that will lead the efforts in partnership with the GMCVB to develop the GMCVB's digital strategy, as well as provide all website and digital design required. The agency must be mobile focused and will work in concert with internal and external resources and agencies to lead the ideation, planning, testing and tracking of all digital initiatives and marketing automation. The agency will leverage the brand identity established by the lead advertising agency for all digital initiatives. The agency will handle the strategy and design elements of the GMCVB's proprietary responsive websites, digital platforms, external platforms, and applications to facilitate an integrated and engaging user experience.

The Digital Agency should:

- Have strategic, user experience, tracking, analysis, testing, digital content and design expertise across multiple digital channels and platforms
- Have the ability to work with multiple agencies, guiding the strategic design, development and testing that drives creative mobile-first digital experiences
- Have the ability to take business requirements and priorities and drive innovative strategies and tactics on platform and channel initiatives that provide options in the cost-quality-time triangle so that GMCVB may choose the weight and priority it wishes to apply to a project before development is initiated or amidst an ongoing project

- Have the ability to deliver reporting and analytics that provide insight and recommendations regarding the optimization of the technical and front-end platform specifications
- Oversee development of innovative digital strategies of applications, user experiences, content and other forward-thinking opportunities within the GMCVB's Kentico CMS
- Ensure front and back-end strategies in order to enhance agreed-upon KPIs
- Analyze data for systemic issues that are causing abandonment, low SEO ranks and end user dissatisfaction
- Understand and account for existing Simpleview CRM platform as it relates to digital initiatives
- Understand existing third-party services and tools used by the GMCVB (i.e. Google Analytics, Mail Chimp, Kentico, etc.) in regards to digital initiatives, as well as analyze and suggest alternatives or additional services and tools as needed to stay on target for strategic enhancements, tracking or testing
- Analyze the GMCVB's mobile usage and advise on technical, user experience and user interface improvements and key performance indicators
- Understand strategic elements and opportunities around digital monetization and advertising
- Advise on innovative and user focused opportunities with Google Maps and other related platforms and programs to increase user interest and engagement as well as brand reach
- Have experience in SEO, website targeting and testing, content creation and optimization, eCRM activities, usability studies, and digital analytics
- Provide website and other digital creative strategy, planning, consultation and presentation
- Design and graphic services such as the creation and implementation of original creative, designs, artwork, layout and design templates for digital websites, apps and external platforms as needed
- Have dedicated UX, creative and strategy staff in house
- Multilingual website design and optimization experience
- Able to demonstrate a diverse workforce, as per Miami-Dade County minority goals

ANNUAL BUDGET

Combined Digital Website Design and Development expenditures vary annually, ranging between \$300,000 to \$600,000 in non-website redesign years. The GMCVB completed a website redesign in 2018. Website enhancements for 2019-20 will be determined based on usability research, engagement metrics and heuristic review.

SAMPLE RFQ SCORECARD

Evaluation Criteria	Value
Strategic Capability - Use clearly defined strategic processes, leverage trends and insight, demonstrate methodologies such as personas. Have relationships with key digital thought leaders.	30%
Digital Marketing - Demonstrable abilities in digital marketing, web and mobile strategy, marketing automation and other related initiatives.	20%
Creative Capability - Demonstrated original, creative and effective marketing with expertise in User Experience and User Interface design. Mobile-first web and digital design expertise.	20%
Analytic and Testing Expertise - Proven ability to analyze and measure using Google Analytics and other tools.	15%
Agency Value - Included detailed explanation of cost model, value proposition and transparency.	5%
Agency Collaboration - Ability to work well with other agency partners.	5%
DMO/Travel Experience - Previous experience with CVB/DMO or travel brand experience.	5%
Total	100%

RFQ TIMELINE

The following schedule highlights key events and associated completion dates. This schedule is subject to change at the GMCVB's discretion including abandonment of the process.

Task	Timing
RFQ Release	9/23
Agency Intent to Respond and Questions due via email to DigitalRFQ@gmcvb.com	10/9
GMCVB posts Q&A responses	10/16

Agency Proposals due	10/23, 5 pm
Agency finalists announced – All candidates notified	11/18
In-person agency presentations to GMCVB and Advisory Committee in Miami	12/ 11, 12/12 or 12/13
GMCVB visits finalist Agency offices as needed	Week of 12/16
GMCVB selects Finalist Agencies	12/20
Contracts Initiated	12/30
Target work commencement date	1/15

RFQ INSTRUCTIONS & ADMINISTRATION

INTENT TO RESPOND

Agencies planning to submit an RFQ response should submit an “Intent to Respond” by **Wednesday, October 9th, 2019** at 5 pm Eastern Standard Time (US) to DigitalRFQ@gmcbv.com. Additional information may be shared with those candidates that are not otherwise available.

QUESTIONS FROM RESPONDENTS

The GMCVB will accept questions through **Wednesday, October 9th, 2019** at 5pm Eastern Standard Time (US) via email to DigitalRFQ@gmcbv.com. Please use the form provided and limit your questions to three or less (priority ranked). The Q&A responses will be published and shared with agencies who have submitted an Intent To Respond.

SUBMISSION DEADLINE

Proposals must be submitted no later than close of business on **Wednesday, Oct 23rd, 2019** at 5pm Eastern Standard Time (US). RFQ submission instructions will be sent to all agencies that have submitted an Intent to Respond notification.

CONTRACT & NEGOTIATIONS

The GMCVB may pursue contract negotiations with finalist agencies of our choosing and reserve the right to negotiate concurrently or separately with competing proposers. All agency

contracts will include requirements for specific service levels and measurable performance standards. Only a fully executed agreement shall bind the parties.

While the aim of the RFQ process is to select one Digital Agency and one Website Development agency, the GMCVB may choose to whitelist additional agencies through the RFQ process for potential engagement at a later time.

LIABILITY & USE AND DISCLOSURE

The GMCVB specifically disclaims any warranty or accuracy of the information included herein. It is the respondent's sole responsibility to conduct their own appropriate due diligence as they see fit. The issuance of this document and receipt of information in response will not in any way cause the GMCVB to incur liability or obligation to you or your organization, financial or otherwise.

The GMCVB reserves the right to use information submitted in response to this RFQ process in any manner it may deem appropriate. Any confidential and proprietary information will be held in confidence.

RFQ RESPONSE FORMAT

To ensure timely and fair consideration of each response, documents should be concise. Excessive responses may be counted against you. Agencies must clearly state on the cover page to which RFQ(s) they are responding.

Agencies that provide Intent to Respond notifications will receive detailed RFQ upload instructions. The GMCVB reserves the right to ask questions for clarification and request additional information.

RFQ RESPONSE OUTLINE

Please include the following in your RFQ Response:

A. Agency RFQ Overview

1. Agency name and contact details
2. Authorization Letter and Signature. Under the signature of a company representative, provide the names of individuals authorized to represent and negotiate the company's products and services.
3. Company Overview

4. Executive Summary. High-level summary of the most important aspects of your proposal, including a short explanation as to your qualifications and relevant experience.

B. Agency Positioning, Vision, Philosophy

1. Positioning: How does your agency differ from the agencies with whom you usually compete?
2. Vision: What vision do you have for your company? Where do you see your agency five years from now?
3. Philosophy: What overall philosophy or credo do you operate by?

C. Agency Strengths and Special Experience

1. Key Strengths: Describe the accounts or categories in which you believe you have special strengths.
2. Special Experience: Is there anything special about your agency experience or expertise that a new business prospect should know about?

D. Agency History, Ownership, Current Size and Key Employees

1. Founding Date: When was your Agency opened? When was the office responding established?
2. Mergers and Acquisitions: List any subsequent mergers, acquisitions or name changes.
3. Current Ownership: Who are the current owners of your agency?
4. Current Size: Summarize the total billings, number of employees and number of accounts currently being handled directly by your office.
5. Key Executives: Provide a short biography of no more than six of your Agencies' key executives and describe their current roles.
6. DIP: Provide a copy of your Diversity and Inclusion Policy.

E. Current Clients, Account Gains and Losses

1. Current Clients: List all current clients—brands, products and services—managed by the office responding. Rank them by size, indicate the dates they were acquired and, if possible, approximate budget ranges for each.
2. Account Gains: Of the accounts acquired within the past two years, please comment on why your agency was chosen to service these new accounts.
3. Account Losses: Of the accounts lost in the past two years, explain why they left or were resigned by the agency.

F. Agency Billings History

1. Billings and Revenue: Chart your agency's gross billings for the past three years.

G. Scope and Nature of Agency Services

1. Agency Services: List the various services offered by your agency and the number of full time employees dedicated to each department
 - a. What is the physical location of the proposed staff providing services?
2. Other Specialized Services: List any other specialized services your agency offers to its clients, either directly or indirectly through its parent or sister companies, subsidiaries or network of affiliations
3. Subcontractors
 - a. Which services or parts of this RFQ will you hire subcontractors to provide?
 - b. How do you manage subcontractors so that the client is able to easily convey its strategy, goals and objectives and answer questions from the people working on its account?

H. Agency Work Process and Case Studies

1. Work Process and Practices: Describe your agency's work process (if you use a specific discipline), and any particular practices you employ that help you produce consistently effective work

I. Agency Compensation Policies and Practices

1. Compensation: What is your philosophy regarding agency compensation? How do you normally like to structure compensation? Are you open to a performance-based compensation arrangement?
2. Fee Schedule: In what areas do you charge fees in addition to commissions on media and production and what is your fee schedule for these services.
3. Please include your standard rate structure, including hourly rates for staff roles required to service the scope described in the RFQ document. **RFQ Submissions without agency rates and/or compensation information will be automatically disqualified.**

J. Conflicts

1. Please list any current clients that may be a conflict of interest and any mitigations you use as part of your business process to protect against conflicts
2. Please list all current travel clients of any size (they may or may not be a conflict)

CURRENT CUSTOMER & AGENCY REFERENCES

Please provide contact information for at least three current clients and two agencies you have collaborated with. Wherever possible, please include travel industry or destination marketing

clients as references.

For each reference, please indicate the following:

- Contact Name and Title
- Contact Phone Number and Email
- Brief Service/Relationship Description
- Contact Company Name
- Client Industry/Agency Type
- Length of Relationship

CASE STUDIES

- a. Please provide two case studies that demonstrate innovative thinking and experience relevant to website strategy, design and/or marketing automation applicable to the GMCVB's business. Examples should be ideally in tourism marketing or related field. Make sure to include a timeline of relevant details to easily understand where you started, what ideas you brought to the table, what challenges were faced, how you overcame them – in particular, how did your team adjust and capitalize on learning? What did you do to change your approach? What impact did your change in approach have on the goals of the client, its brand, business and its audience?
- b. Case studies must include, but are not limited to:
 1. Client Requirements
 2. Challenge, goals/KPIs and objectives
 3. Strategy and approach developed, and rationale why
 4. Metrics selected and rationale for selection
 5. Value/ROI delivered against chosen metrics
 6. How may the case studies provided apply to GMCVB?

FORMAT FOR INTENT TO RESPOND & QUESTIONS FOR GMCVB

Due: Wednesday, October 9, 2019 5:00 PM EST

Send to: DigitalRFQ@gmcvb.com

Please designate one contact to receive all communications for clarification and verification of information related to this proposal.

Company Name _____

Primary Office Address _____

Contact Name _____

Contact Title _____

Email Address _____

Telephone _____

How did you hear about the GMCVB RFQ?

Questions for GMCVB (please limit to 3 questions or less, in priority order)

- 1)**
- 2)**
- 3)**