



GREATER MIAMI CONVENTION AND VISITORS BUREAU

Digital Agency of Record and Specialty Digital Agencies Request for Proposals

August 1, 2011

TABLE OF CONTENTS

1.	3
INTRODUCTION	3
1.1 GMCVB MISSION & OBJECTIVES	4
1.2 GMCVB AUDIENCE	5
Brand Positioning	5
Messaging Platform	5
2.0 THE GMCVB's DIGITAL AGENCY OF RECORD & SPECIALTY DIGITAL AGENCY RFP	6
2.1 GMCVB DIGITAL MARKETING	6
Principal Properties	7
Promotional Sites & Pages	7
Mobile and Social Assets	8
2.2 DIGITAL AGENCY OF RECORD & SPECIALTY DIGITAL AGENCY RFP OBJECTIVES	8
2.3 GMCVB's NEEDS ASSESSMENT FOR A DAOR AND SDAs	10
2.4 DAOR AND SDAs SCOPE OF WORK	11
3.0 PROPOSAL INSTRUCTIONS AND ADMINISTRATION	18
3.1 OVERVIEW	18
3.2 LIABILITY	19
3.3 USE AND DISCLOSURE	19
3.4 PROTOCOL	19
3.5 QUESTIONS FROM RESPONDENTS	20
3.6 EVALUATION CRITERIA AND NEGOTIATION PROCESS	20
3.7 GMCVB DIGITAL RFP TIMETABLE	22
4.0 PROPOSAL FORMAT	24
5.0 RESPONDENT PROFILE AND REFERENCES	24
5.1 COMPANY OVERVIEW	24
5.2 CURRENT CUSTOMER REFERENCES	25
5.3 RECENT PAST CUSTOMER REFERENCES	26
5.4 GENERAL BACKGROUND ON COMPANY SERVICES	26
5.5 CASE STUDIES	26
5.6 CLIENT SERVICES & PROJECT MANAGEMENT	27
5.7 CREATIVE SERVICES & PRODUCTION	27
5.8 CANDIDATE'S DIGITAL BRAND STRATEGY & CAMPAIGN EXECUTION PROCESS	28
6.0 PRICING INFORMATION	28
7.0 CONTRACT	29
8.0 EXHIBIT A: EVALUATION CRITERIA	30

1. INTRODUCTION

The Greater Miami Convention & Visitors Bureau (GMCVB) is a private not for profit Florida corporation, with its principal office at 701 Brickell Avenue, Suite 2700, Miami, Florida 33131. The GMCVB hereby solicits Statement of Interest Notifications and Proposals from qualified digital marketing agencies to support the GMCVB's digital marketing Scope of Work.

The Request for Proposal process will identify and select a Digital Agency of Record, and may also potentially identify Specialty Digital Agencies, dependant on the capabilities of the selected Digital Agency of Record.

The Digital Agency of Record (DAOR) scope includes digital strategy, media planning and buying, web development, eCRM, Search Engine Optimization, and analytics, and may include management of Digital Specialty Agencies (DSAs).

The GMCVB encourages Digital Specialty Agency (DSA) candidates to carefully read this RFP for responsibilities or needs that may be bid separately from the Digital Agency of Record scope. These include SEM strategy and campaign management; mobile strategy, mobile site and application development; and social media strategy and campaign management.

Candidates may bid on parts of the RFP, the entire RFP or both. In the case of both, candidates must provide a separately priced option for each individual area that is being bid on apart from pricing on the full scope of the RFP.

Candidates that bid on particular aspects of the RFP are asked to reference the specific numbers in the outline of the RFP's objectives, needs and scope of work that they wish to bid on separately from the rest of the RFP.

Digital Specialty Agency candidates that bid on partial areas may be managed directly by GMCVB or by its selected Digital Agency of Record.

The GMCVB will consider agencies with primary offices within the Eastern Time Zone, plus or minus one hour.

1.1 GMCVB MISSION & OBJECTIVES

The GMCVB is a sales and marketing organization. Its mission is to attract, encourage and induce all persons and organizations to visit Greater Miami and the Beaches for conventions, business and pleasure. 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. To accomplish its 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.

The GMCVB and its contracted agencies work together in creating marketing strategies and programs that are integrated with GMCVB's overall marketing efforts, and focus on accomplishing the organization's mission, goals and objectives.

The organization lives by the mantra that "Tourism is Everybody's Business" as the industry supports 106,000 jobs in Leisure & Hospitality in the Greater Miami region, generates \$19B in revenue for local area businesses and \$130M in annual tax revenues for the counties and municipalities that comprise Greater Miami.

The GMCVB's business objectives include:

- Driving US and International awareness of Miami as the premier Florida destination
- Generating increased overnight visitors to the Greater Miami Area
- Increasing participation in the GMCVB's events, activities and advertising co-ops among tourism industry members
- Gain market share against the top five markets in hotel occupancy
- Increasing the economic impact from GMCVB destination marketing efforts
- Maintaining superior visitor satisfaction as measured by the GMCVB's visitor exit survey

DAORs will work in conjunction with GMCVB to establish digital marketing goals that are aligned with the GMCVB's business goals, and are based on expertise, best practices and understanding of our business.

1.2 GMCVB AUDIENCE

In 2010, the GMCVB generated 12.6 million in state, domestic and international overnight visitors who spent nearly \$19B during their stay in Greater Miami. The GMCVB leverages its Membership of 1,100 businesses & corporate partners – to market, on their behalf, the accommodations, attractions, events, hotels, resorts, beaches, arts and culture of the Greater Miami region to a variety of target audience segments.

At a high level, the GMCVB's target segments include: Domestic Leisure Consumers (In-State and Fly Markets), Europe Leisure Consumers, Latin American Leisure Consumers, Boutique Hotels Consumers, LGBT Consumers, Local Market Consumers, Meeting Planners, Travel Agents/Tour Operators, GMCVB Members and Media.

Targeted U.S. markets include Florida drive markets, New York, Chicago, Boston, Philadelphia, Washington, D.C., and Atlanta. International markets include Latin America (with emphasis on Brazil), Germany, the United Kingdom, and Canada.

To obtain relevant metrics on Greater Miami visitor demographics and behavior, please view the GMCVB's [2010 Visitor Industry Overview](#).

1.3 THE MIAMI BRAND

Brand Positioning

Miami is a unique destination that has the power to engage and inspire transformational experiences through the confluence of its palpable energy and its magnificent tropical-cosmopolitan setting.

Brand Attributes

Cosmopolitan	Global	Independent
Indulgent	Progressive	Sexy/Sensual
Sun-drenched	Trendsetting	Tropical

Messaging Platform

Our creative platform builds on the positioning concept that Miami is not just a place, but a state of mind. In Miami – senses are heightened. Horizons are broadened. Souls are transformed. Ideas are born. Your true human nature is unveiled. In Miami – it is possible to be your authentic self – or the person you’ve always wanted to be. In Miami – you are free to experiment, reinvent, and fully express yourself. Miami is forward-thinking, open-minded and inspirational on every level – our stunning beauty, international vibe and progressive attitude create the ideal atmosphere for self-discovery and self-expression.

2.0 THE GMCVB’s DIGITAL AGENCY OF RECORD & SPECIALTY DIGITAL AGENCY RFP

The GMCVB encourages candidates for its Digital Agency of Record (DAOR) to think deeply about the latest developments in digital media & communications technology and pair that with relevant consumer media, platform and channel consumption trends to craft proposals that show stellar strategic thinking and the execution-orientation needed to exceed the objectives set forth in this RFP.

The overarching need for the winning candidate(s) is to provide a high level of service in strategic planning and execution activities to help Greater Miami Convention and Visitors Bureau develop strategies for how to grow excitement and engagement with repeat visitors (80%+) to the Greater Miami region and at the same time, “blow the doors off” of the Greater Miami market by using new channels and platforms to reach unaware or potential first-time visitors in domestic and international target markets and convert them into visitors who spend the night in the Greater Miami region.

The winning candidate will be able to show relevant and deep expertise in creating effective integrated multi-channel digital strategies. The agency should be able to easily demonstrate such relevant experience in case studies for high awareness travel and leisure brands, creating digital presences across a diverse set of digital platforms, channels and devices.

2.1 GMCVB DIGITAL MARKETING

The Advertising & New Media Division at the GMCVB oversees digital marketing, including website properties, social and mobile media. The Division also provides various departments with support to help achieve business objectives.

Notable marketing efforts supported through digital activities include:

- The “Miami: Express Yourself” brand marketing campaign, which leverages Miami’s art, culture and design attributes
- Targeted advertising programs addressing specific segments including Lifestyle & Boutique Hotels, Travel Trade, Meeting Planner and LGBT markets.
- The “Where Worlds Meet” program, through a unique partnership with the Beacon Council, American Airlines, and other partners, promotes Miami as an ideal destination to Live, Work and Play.
- Tactical promotional campaigns include “Miami443” and the Miami Summer of Love

The GMCVB operates two principal websites, each aimed at generating engagement with different audience targets and typically promoted according to an editorial calendar that adheres to seasonal interests and established citywide & region-wide events that occur over the course of a year.

Principal Properties

Sites included are:

- [Miami and Beaches](#) – the main web domain for GMCVB
- [Miami Boutique Hotels](#) – highlighting Miami’s Boutique & Lifestyle hotel properties
- [Where Worlds Meet](#) – A website targeting prospective business decision-makers, relocating individuals and travelers

Promotional Sites & Pages

The GMCVB operates a number of promotional pages under its principal domain that are used to promote specific initiatives such as [Miami Romance Month](#); [See Miami Live](#); [Summer of Love](#)

Additional promotion sites include:

- [Miami Museum Month](#) – Promoting a Museum discount program in May
- [Miami Spa](#) – A spa-themed promotional site targeting primarily women in July and August
- [I Love Miami Spice](#) – Promoting Miami’s wildly popular discounted dining program in August and September
- [Everyone’s a Kid](#) – Highlighting Miami Attractions Month in October
- [Miami Live Music](#) – Highlighting the destination’s live music venues in November
- [Miami Deals for Locals](#) – A promotions website targeting in-state tourists year round

Mobile and Social Assets

The GMCVB’s Miami and Beaches iPhone application can be downloaded in the Apple App Store. Operated social media assets include the Visit Miami [Facebook](#) page, the Miami and Beaches [Twitter](#) page, and the Miami [YouTube](#) and [Flickr](#) pages.

2.2 DIGITAL AGENCY OF RECORD & SPECIALTY DIGITAL AGENCY RFP OBJECTIVES

1. Find a Digital Agency of Record that aligns well with GMCVB’s culture of creativity, accountability and transparency.
2. Find a Digital Agency of Record that can be relied upon to act as an extension of GMCVB internal resources to conceive, build, and help GMCVB’s internal digital marketing team promote to its offerings to members, visitors and potential visitors.
3. Find a Digital Agency of Record that has extensive experience conceiving of ways to bring brands to life through digital media in a way that is relevant and exciting to the GMCVB’s target segments, support its’ objective to increase measures of engagement and intent to travel to Greater Miami among repeat visitors and potential first-time visitors, from U.S. and International markets
4. Find a Digital Agency of Record that has a deep level of experience in eCRM strategy, creating and managing the Customer Relationship Management lifecycle of awareness, engagement, acquisition, conversion and loyalty across all digital platforms and channels

5. Find a Digital Agency of Record that can collaborate with the GMCVB's leadership team to establish a long-term strategic digital marketing plan; provide internal resources best practices in creating sustainable digital outreach and engagement programs; train internal resources to use tools, reports and analysis to create a culture of measurement and consistent, daily optimization against goals
6. Find Search Marketing channel experts who understand organic and are experts at maximizing ROAS within the context of paid search engine marketing and have proven performance integrating organic and paid strategies to maximize search engine visibility for clients.
7. Find Social and Mobile Platform channel experts that know how to encourage and enable the sharing of relevant content with Miami-bound or Miami-curious travelers on the major search engines, social networks (such as Facebook, Twitter, YouTube, LinkedIn); on Social/Mobile/Local platforms, travel-related blogs, or discount and travel information services (such as Groupon, Yelp, Urbanspoon, Google Maps, Google Local, , Weather.com, Siri, TripAdvisor, Quora, etc.)
8. Find Social and Mobile Platform experts who know how to benchmark, then steadily increase GMCVB's active network(s) of passionate, Miami-engaged travelers; track positive and negative web mentions; enable engagement and conversion of negative sentiment to positive; and continually increase the average sharing or pass-on ratio of GMCVB content or content shared by its users among their networks of social and mobile users/travelers
9. Find Social and Mobile Platform experts who will develop strategies to engage select target segments in conversations across the digital landscape -- including web, mobile and social platforms and channels -- regarding vacation travel and respond in a timely and relevant manner to influence the consumer or professional travel planners' decision to book visits to Miami
10. Find Mobile Platform experts who will develop mobile website and application strategies and programs to engage with travelers in every phase of travel planning, visitation and post-visitation cycle with a particular eye toward using post-visitation content to positively influence future visitors

2.3 GMCVB's NEEDS ASSESSMENT FOR A DAOR AND SDAs

1. The GMCVB seeks a strategic, creative and passionate digital shop to act as its Digital Agency of Record. This partner will leverage the Brand Guidelines created by the GMCVB's Brand Agency of Record for traditional print and broadcast media, and partner with the GMCVB and the GMCVB's Brand Agency of Record in the development of the Brand Guidelines' digital marketing section, to define all aspects of the brand's online delivery to maintain consistency with other media channels.
2. The GMCVB desires a Digital Agency that has deep expertise across all areas of digital strategy and production across multiple digital channels and platforms. The winning candidate will have experience acting as a lead digital creative agency within the travel, leisure and tourism industry to lead the conception of digital initiatives, build or oversee the development of digital platforms and augment internal resources in daily content production and/or the implementation of integrated web, social and mobile content and engagement practices with end users (consumers and members, from U.S. and International markets).
3. The GMCVB requires its Digital Agency of Record to provide internal resources with best practices and training on how to run a digital business effectively so as to teach the team to better test, measure and optimize digital efforts against goals.
4. The GMCVB requires its Digital Agency of Record help conceive of, negotiate, manage and sell cooperative advertising and marketing programs.
5. The GMCVB requires its Digital Agency of Record to plan and manage its digital advertising across all digital platforms.
6. The GMCVB requires its Digital Agency of Record to plan and manage its eCRM activities across all digital platforms.
7. The GMCVB desires a Digital Agency of Record or Specialty Digital Agency to develop a SEM strategy and plan to meet the objectives stated in this RFP. The strategy must span the major search engines (Google, Yahoo, and Bing) and seek to find the right mix of keywords to enable a steady state of PPC-spend while generating a better ROAS.
8. The GMCVB desires a Digital Agency of Record or Specialty Digital Agency to develop a Social Media Strategy that is based on clear, measurable and aligned objectives for the GMCVB brand and the objectives stated in this RFP. The strategy must span the GMCVB's primary websites, mobile

site(s) and applications, third-party websites, and cover both operated social sites such as Facebook and YouTube, as well as earned media on social sites such as blogs and forums.

9. The GMCVB desires a Digital Agency of Record or Specialty Digital Agency to design, develop and deploy a Reputation Management/Social Media Monitoring & Response Strategy and Organizational Communication Policies needed to maintain a positive social media presence.
10. The GMCVB desires a Digital Agency of Record or Specialty Digital Agency to design, develop and deploy a Mobile Strategy and to design Mobile sites and applications.

2.4 DAOR AND SDAs SCOPE OF WORK

1. GMCVB seeks a strategic, creative and passionate digital shop to act as its Digital Agency of Record. This partner will take the brand book created by GMCVB's Brand Agency of Record and create digital assets that adhere to the look and feel of the brand in traditional print and broadcast media.

The selected candidate will:

- a. Act as the lead in digital strategic planner for GMCVB, producing an initial digital roadmap and participating in yearly GMCVB marketing planning
- b. If desired, help the GMCVB to select, and perhaps, to manage digital specialty agencies
- c. Supply creative services to GMCVB. These services should include, but are not limited to:
 - Planning, consultation and presenting creative options to GMCVB
 - Editorial services such as copywriting, fact-checking, proofreading and editing of all materials placed or handled by the Digital Agency of Record
 - Design & graphics services such as the creation and implementation of original creative, designs, artwork, layout and design templates, cartography services for all maps when present, typography and illustrations, and other related elements that present a consistent brand as mutually developed with GMCVB and its Brand Agency of Record

- Production services that generally fall under those activities necessary to create promotional materials from concept to final format, including those required for appropriate digital display, according to various digital media outlets mechanical specifications
 - Plan and manage content creation & consumer engagement on digital platforms such as on the Miami and Beaches website, on the Visit Miami Facebook page or on other digital assets as requested by GMCVB over the term of the contract
- d. Advise the GMCVB on best practices in site architecture, UI and UE; and build Sitecore 6.5 CMS templates and other materials that can be used to quickly launch new pages that are optimized for SEO
 - e. Advise the GMCVB on content development strategies based on target segment information needs (identified through primary and secondary research) and search keyword insights
 - f. Advise the GMCVB on strategy and program execution for targeted International markets, based on market and consumer needs
 - g. Provide digital creative direction or feedback as appropriate on the adaptation of print creative materials for use in GMCVB's digital initiatives, channels and campaigns
2. GMCVB desires a Digital Agency or Digital Specialty Agency that has deep expertise across all areas of digital strategy and production across multiple digital channels and platforms. The winning candidate will:
 - a. Act as an extension of GMCVB's internal resources by leading the conception, development and launch of digital initiatives, principally the GMCVB's owned & operated websites and campaign-oriented digital experiences
 - b. Develop and maintain page-related SEO and instruct internal resources on content-related SEO best practices

- c. Augment the internal team's ability to execute day-to-day operations associated with this scope of work. These services include the development and execution of projects as requested by GMCVB over the term of the contract.
 - d. Take business requirements and priorities from GMCVB and create technical specifications 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.
 - e. Build or oversee the development of GMCVB's owned and operated digital platforms and the development of applications and/or the acquisition, creation, production, or editing of content within GMCVB's CMS.
3. GMCVB requires its Digital Agency of Record to provide research, reporting and best practice training so as to teach the team to better test, measure and optimize digital efforts against goals. The winning candidate will:
- a. Produce industry Point of View (POV) position papers on topics of note within the digital media space and schedule quarterly discussions about how these trends impact GMCVB media plans and strategies, and recommend which strategies to employ or change. All recommendations should include options within the time, quality, and cost triangle.
 - b. Examine, consider and present market research, demographic data, and data relating to the effectiveness of past and present campaigns, as may be available via its own resources, or as provided by GMCVB to help educate GMCVB internal resources and members with the express goal of catalyzing participation in digital marketing campaigns and co-op initiatives.
 - c. Provide complete reporting, analytics and insights drawn from daily, weekly and monthly reports across all digital media platforms, channels and campaigns that help GMCVB to better trend and understand how its end users are engaging with the

brand and its assets and optimize assets to increase engagement (visits, frequency of visit, time on site, shares, likes, etc.) and create value such as user-generated content that can be shared with others to help promote the goals and objectives of GMCVB.

4. GMCVB requires its Digital Agency of Record help conceive of, negotiate, manage, package, and sell digital co-operative advertising (co-op) and marketing programs. The selected candidate will:
 - a. Develop a core annual co-op marketing plan for release to the market by late spring, 2012 as well as additional digital co-op opportunities throughout the year.
 - b. Work collaboratively with GMCVB's staff to generate awareness among GMCVB members, endemic travel & leisure advertisers and non-endemic leisure and lifestyle advertisers of GMCVB co-op advertising programs
 - c. Create or select and manage an Ad Ops partner to host, serve and measure delivery of advertising inventory based on the business rules set by GMCVB
 - d. Create a direct sales effort and/or manage a Digital Sales House to sell GMCVB digital co-ops to its members and manage customer relationships effectively so as to:
 - Coordinate member outreach efforts to promote and secure co-operative program participation (i.e., creation and distribution of marketing materials);
 - Secure contracts or agreements with members;
 - Accept, verify, edit and update creative from members, advertisers and agencies via standard methods;
 - Provide services such as ad trafficking, asset tagging, billing and collections;
 - Providing customer support for all member inquiries
 - e. Provide monthly business pipeline reports on sales forecast, commitments and spend for sales-related activities as required by GMCVB for its external auditors.

5. The GMCVB requires its Digital Agency of Record to plan and buy its digital brand advertising across all digital platforms and channels. The winning candidate will:
 - a. Create and drive the strategy for and/or manage subcontractors who are expert in media planning and buying, trafficking for display, behavioral targeting, web, mobile, social, video, rich media, based on CPM, CPA, CPC and PPC models
 - b.
6. The GMCVB requires its Digital Agency of Record to plan and manage eCRM activities across all digital platforms and channels. The winning candidate will:
 - a. Plan, manage, report and optimize eCRM activities to consumer, member and convention sales planner segments including database management, lead acquisition, contact strategy, and promotional calendar support
7. The GMCVB desires a Digital Agency or Record or a Specialty Digital Agency to develop and deliver a Search Engine Marketing (SEM) campaign strategy and plan to meet the objectives stated in this RFP. The winning candidate will:
 - a. Plan, manage, report and optimize SEM campaigns that promote GMCVB across all major search engines (including: Google, Yahoo, Bing, etc.) and seek to find the right mix of paid keywords to enable a steady state of PPC-spend while generating a better ROAS for GMCVB
8. The GMCVB desires a Digital Agency or Record or a Specialty Digital Agency to develop a Social Media Strategy that is based on clear, measurable and aligned objectives for the GMCVB brand and the objectives stated in this RFP. The strategy must span GMCVB's primary websites, its campaign-oriented micro-sites, its mobile site(s) and applications as well as the content it manages on social media sites and landing pages developed by GMCVB and its agency partners or within the context of campaign-oriented domains across the digital landscape. The winning candidate will:
 - a. Collaborate on the development of and execution on an annual operational plan with clear goals, objectives, success metrics and

- a process for measuring and optimizing ongoing Social Media initiatives
 - b. Create, plan and implement social media programs within the developed strategy across all digital platforms in conjunction with GMCVB and its agency partners
 - c. Augment internal resources and help optimize planned social and mobile campaigns according to the appropriate respective platform and channel metrics
 - d. The winning candidate will clearly demonstrate its ability to:
 - i. Be a Social Media and/or Mobile expert that constantly adjusts and optimizes its efforts to achieve the highest ROI on behalf of GMCVB as possible
 - ii. Suggest new tactics and new metrics to assess objectives as network size and campaigns mature, grow and change
 - iii. Work seamlessly with other agencies, partners, and in-house resources under tight deadlines
 - iv. Participate in conversations across social and mobile platforms and channels with the goal of influencing the decision to book travel to the Greater Miami region
 - v. Enable users to share past and current Miami travel experiences with colleagues, friends and family across the web
 - vi. Build a network(s) of known, engaged and enthusiastic, brand advocates using current content assets. Current content includes: In-house editorial articles, pictures and some video; promotions and PR-related video; other content produced in accordance with the GMCVB marketing and PR calendars. Content is updated on a daily basis by in-house and agency partner resources; GMCVB has one (1) in-house resource dedicated to managing and producing mobile and social media campaigns on behalf of the organization. This resource is supported by both marketing & PR staff and by GMCVB's current Agency of Record
9. The GMCVB desires a Digital Agency or Record or a Specialty Digital Agency to design, develop and deploy a Reputation Management/Social Media Monitoring & Response Strategy and Organizational Communication Policies needed to maintain a positive social media presence. The winning candidate will:
- a. Describe and create a working process by which the candidate and GMCVB will collaborate on developing day-to-day tactical social media and/or 1:1 or 1:many mobile campaigns; provide a description of how initiatives and tactics are to be implemented

with decision and review milestones, agency and internal staff responsibilities laid out, hand-offs points identified and the development plan for the creation of “living” documentation including a share or wiki that can be easily searched, referenced and updated.

- b. Describe how the candidate will maintain a collaborative working relationship with regular status updates, normal communication paths as well as “Tiered Response States” that increase the urgency and points of contact to senior managers to address “red flag” issues in a timely, effective and outcome-oriented fashion
- c. Provide a workflow diagram that accompanies the process documentation to visually demonstrate the process and its dependencies.
- d. Develop and manage a project management tool set that enables GMCVB to receive regular status updates and to participate in the status, and collaborate on planning and launch prep for new platforms and initiatives
- e. Suggest the adoption of metrics for measuring success of mobile platforms and channel campaigns
- f. Develop and manage process for measuring Social Media campaign results against pre-set business and end user goals, to “post mortem” and glean successes and learning, and to show how the candidate will help internal resources optimize efforts (report, analyze and make changes) on a daily, weekly, monthly, quarterly and annual basis
- g. Provide relevant examples of the candidate’s insights into Social Media and Mobile trends were put to use in past campaigns and explain how these examples are relevant to GMCVB’s stated objectives
- h. Provide best practices for communication policies that are required to deal directly and honestly with Social Media and mobile end users
- i. Develop a Social Media & Mobile Marketing Training Program for GMCVB’s in-house resources including weekly “brown bags” on topics such as: proficiency on the social media monitoring & response tool sets; do’s and don’ts for brand communication in a social media context; best practices in creating a consistent social media voice; managing real-time responses to unforeseen emergencies; best practices for turning negative sentiment toward positive outcomes; how to use mobile to reach people where they are and what the implication of location-based information means to editors and how they plan and position their content, etc.

- j. Develop and implement a documentation process that keeps track of all platforms, policy and process related materials to help on-board new resources or integrate new platforms.

10. The GMCVB desires a Digital Agency or Record or Specialty Shop to design, develop and deploy a Mobile Strategy and/or to design Mobile sites and applications. The winning candidate will:

- a. Collaborate with GMCVB to create a robust mobile strategy and development plan to meet the objectives stated in this RFP.
- b. Develop mobile applications or mobile sites using major requirements documents that detail business, end user and program priorities, needs and costs, consistently presented in the cost, quality time triangle so that GMCVB can choose the option that suits it best
- c. Develop and manage a project management tool set that enables GMCVB to receive regular status updates and to participate in the status, and collaborate on planning and launch prep for new platforms and initiatives
- d. Select appropriate metrics and create reporting, analysis and optimization processes that enable GMCVB to continually optimize its mobile platforms and channel campaigns
- e. Train internal resources on the tool sets to enable them to manage mobile communications with consumers based on mobile search keywords & queries, user-expressed preferences, “opted-in” or pass-through psycho- and demographic details, location, editorial context, or other targeting dynamics.
- f. Develop and implement a “living” documentation process and share that keeps track of all platforms, policy and process related materials to help on-board new resources or integrate new platforms.

3.0 PROPOSAL INSTRUCTIONS AND ADMINISTRATION

3.1 OVERVIEW

This RFP represents the best effort of GMCVB to document its requirements for this project. The GMCVB reserves the right to adjust the specifications or scope of effort stated in this RFP. In the event that any modifications are necessary, the GMCVB will notify all respondents remaining in consideration via a written addendum to this RFP.

Respondents will be notified via email of the results of the selection process.

3.2 LIABILITY

The issuance of this document and the receipt of the information in response to this RFP will not in any way cause the GMCVB to incur liability or obligation to you or your organization, financial or otherwise. GMCVB assumes no obligation to reimburse or in any way compensate you or your organization for expenses incurred in connection with your response to this RFP.

3.3 USE AND DISCLOSURE

The GMCVB reserves the right to use information submitted in response to this document in any manner it may deem appropriate in evaluating the RFPs of the services proposed. Materials that are submitted by the respondent that should be considered highly confidential should be marked as such. If confidentiality is requested but cannot be afforded, the respondent will be notified and will be permitted to withdraw its proposal.

3.4 PROTOCOL

Agencies planning to submit an RFP response must submit "Statement of Interest" by close of business on 8/15 in order to receive Q&A from GMCVB on 8/22/11. Final responses are due by close of business on 8/29/11.

Statement of Interest Commitments should be submitted via email to:

digitalrfp@gmcvb.com

Proposals must be submitted no later than close of business on 8/29. The GMCVB will not review or consider any RFP responses that are received after the deadline.

Submit your response by uploading to the GMCVB FTP site as described in Section 4 of this RFP.

The GMCVB will provide candidates with a "notice of receipt" of proposals by email. Please be sure to include a contact name, phone number and email address with your submission.

3.5 QUESTIONS FROM RESPONDENTS

To ensure that all respondents accurately and completely understand the service requirements, the GMCVB will accept written questions up until close of business on 8/15/11. If you have questions, submit them via email to:

digitalrfp@gmcvb.com

Be sure to include the necessary contact information – Name, Company, Title, Telephone, Fax Number and email address in your email and on the question list you submit. The GMCVB will attempt to answer all questions on or before close-of-business on 8/22/11.

All candidates that send timely Statement of Interest notifications will receive all questions and answers via email from the GMCVB. If you do not have any questions, please simply email your Statement of Interest in order to receive the questions and answers.

3.6 EVALUATION CRITERIA AND NEGOTIATION PROCESS

The GMCVB is looking to make a “best-value” decision during this process. Value can be difficult to quantify, but here is what we’ll consider -- the quality of service, professionalism, proactive and creative thinking, and project management commitment in relation to the estimated costs. Our decision will be based on the perceived ability of the candidates to fulfill on the needs and objectives stated in this RFP.

The information requested from candidates in the sections under Profile & References will be scored using the evaluation criteria (SEE EXHIBIT A, attached) and our assessment of value and demonstrated ability to execute against the proposal.

All respondents are encouraged to provide whatever information they are able to in order to best represent themselves and their merits to GMCVB’s mission, goals, objectives, desires, needs and requirements detailed in this RFP. Clarity and concision are highly valued.

Priority will be placed on candidates that:

- a. Demonstrate ability to lead (for the Digital Agency of Record)

- b. Exemplify the cutting edge of digital strategy and brand execution in pursuit of high user engagement with the brand's digital assets
- c. Exemplify the cutting edge of digital technology development or services to engage users, create lasting positive impressions and/or turn passive users into active brand advocates
- d. Identify and assign a project team to the account who are considered industry leaders within their respective fields
- e. Have a solid track record of expanding their clients' digital footprints
- f. Have a history and an ethos of driving "high brand awareness" clients to even greater heights
- g. Show an ability to work seamlessly with other agencies, vendors and in-house resources
- h. Constantly adjust and optimize efforts to achieve the highest possible return on investment and return on advertising spend
- i. Create high quality messaging and creative assets for online, mobile and social as well as other digital user experiences (as opposed to products and services)
- j. Show their capabilities and strategic thinking clearly, crisply and with an eye toward the business objectives of GMCVB as stated in this RFP
- k. Have know-how and prior experience developing multiple platform, multi-channel Digital Strategy and Digital Creative
- l. Have experience conducting digital media buying, planning and trafficking on behalf of travel, leisure or hospitality clients
- m. Have experience managing other agencies building Search, Social and Mobile Media strategies, initiatives and engagement platforms and channels

All Digital Agency of Record and Specialty Digital Agency responses received by GMCVB will be evaluated by a committee consisting of GMCVB management, a committee of GMCVB's members, and Digital DNA Infusion, LLC, serving as a digital RFP consultant to the GMCVB.

After the initial evaluation, the GMCVB will create a short list of Digital Agency of Record finalist candidates and Specialty Digital Agency finalists. Finalists and non-finalists will be notified. Each finalist will be asked to submit additional information and/or recommendations as amendments to their initial proposal. The GMCVB may request an onsite visit to your facility, and may ask finalists to formally present their proposal in person. The GMCVB reserves the right to require attendance by particular representatives of the proposer.

Any written summary of presentations or demonstrations shall include a list of attendees, a copy of the agenda, and copies of any visuals or handouts, and shall become a part of the candidate's proposal.

Failure to provide requested information will result in rejection of the reply.

The GMCVB is under no obligation to reveal how a respondent's proposal was assessed or to provide specific feedback information. Further, the GMCVB is not obligated to reveal specific information about its decision-making process.

The GMCVB has attached criteria in **Exhibit A** as a general guide, not as a definitive prescription, for evaluation.

The GMCVB reserves the right to reject any and all replies. The GMCVB reserves the right to negotiate concurrently or separately with competing proposers. The GMCVB reserves the right to accept portions of a competing proposer's reply and merge such portions into one project, including contracting with the entities offering such portions. The GMCVB reserves the right to waive minor irregularities in replies.

The GMCVB will not assume any costs related to the RFP process.

3.7 GMCVB DIGITAL RFP TIMETABLE

The following schedule provides you with key events and their associated completion dates.

Timetable	Timing
RFP published to MiamiandBeaches.com/digitalrfp	8/1
Agency Statement of Interest & Questions from candidates due via email to digitalrfp@gmcvb.com	8/15, 5 pm
GMCVB posts responses to all candidate questions online	8/22
All Agency proposals due - uploaded to FTP site	8/29, 5 pm
Digital Agency of Record (DAOR) finalists announced – all candidates notified	9/15

GMCVB visits DAOR finalists for final presentations	9/19-9/23
GMCVB selects DAOR	9/26
Notification to selected DAOR and other DAOR finalist candidates	9/27
GMCVB may select Digital Specialty Agency (DSA) finalists for consideration, depending on DAOR capabilities	9/30
DSA face-to-face presentations in Miami	Week of 10/3
GMCVB notifies selected DSAs	10/17

4.0 PROPOSAL FORMAT

To ensure timely and fair consideration of your response, respondents are being asked to adhere to a specific response format, which is described in the following table. GMCVB reserves the right to ask any clarification questions and request additional information.

No.	Proposal Section	Content/Deliverables
1.	Authorization Letter and Signature	Under the signature of an authorized company representative, provide the names of individuals authorized to represent and negotiate the company's products and services.
2.	Table of Contents	No explanation required.
3.	Executive Summary	High-level summary of the most important aspects of your proposal, including a short explanation as to your qualifications. Include a brief, but precise description of your proposed management of the website development, digital marketing and other online program service procurement process.
4.	Company Profile	Respond to questions presented in Sections 5.1 of this RFP.
5.	Customer References	Respond to Sections 5.2 and 5.3 of this RFP.
6.	Company Services	Respond to Sections 5.4 of this RFP
6.	Pricing	Respond to Section 6.0

5.0 RESPONDENT PROFILE AND REFERENCES

5.1 COMPANY OVERVIEW

- A. Provide company legal name, parent company, and ownership structure, mailing address, and main phone number and fax number.
- B. Provide primary contact.
- C. Provide senior staff bios, including links to their social media profiles on Facebook, Twitter, LinkedIn, Flickr and YouTube as appropriate.

- D. If different from above, please provide proposed project team's staff bios, including links to social media profiles on Facebook, Twitter, LinkedIn, Flickr and YouTube as appropriate.
- E. Guaranteed duration of the initial project team (the team whose bios are included in the response) on the GMCVB account.
- F. Two to three current travel, leisure or hospitality-related business clients for which you provide digital strategy, digital creative, digital channel management for digital advertising, web, mobile, social content development, platform development services by revenue percentage and length of relationship.
- G. Indicate the number of years and nature of experience on related projects of the proposed team.
- H. List of accounts lost or resigned in the last two years within the scope of work.
- I. List any potential conflicts with existing clients and this RFP. Client relationships that could be considered a conflict of interest must be listed, including all clients in travel or tourism industry. Such list of potential conflicts does not disqualify a proposal, however, GMCVB reserves the right to exclude a proposal from consideration at any point in the review or negotiation process should the conflict(s) of interest be deemed as unacceptable.
- J. If applicable, indicate the number of years and nature of your experience in the tourism industry.
- K. Describe specific knowledge of the Greater Miami market.
- L. Detail company location that will be used to support the GMCVB account and the business nature of the location's operation.
- M. Describe commitment and procedures in delivering flawless service to your clients.
- N. Describe your procedures during any given emergency that will enable you to carry on the business contained in this RFP on behalf of GMCVB.

5.2 CURRENT CUSTOMER REFERENCES

Please provide contact information for at least three current clients that GMCVB can contact. Wherever possible, please include travel industry or destination marketing clients as references. For each reference, please indicate the following:

- | | |
|--------------------------|--------------------------|
| * Contact Name and Title | * Contact Company Name |
| * Contact Phone Number | * Industry of Client |
| * Service Description | * Length of Relationship |

5.3 RECENT PAST CUSTOMER REFERENCES

Please provide contact information for at least two former clients that GMCVB can contact and provide a brief explanation regarding the end of the business relationship. For each, please indicate the following:

- | | |
|--------------------------|--------------------------|
| * Contact Name and Title | * Contact Company Name |
| * Contact Phone Number | * Industry of Client |
| * Service Description | * Length of Relationship |

5.4 GENERAL BACKGROUND ON COMPANY SERVICES

- A. Which services or parts of this RFP will your in-house, staff provide?
- B. Which services or parts of this RFP will you hire sub-contractors to provide?
- C. 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?

5.5 CASE STUDIES

- A. Please provide three Case Studies that show relevant experience to the stated objectives, needs and scope of work detailed in this RFP. Make sure that you include relevant details along a timeline so that it is easy to understand where you started, what challenges you faced, how you overcame (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?) Each Case Study should demonstrate your agency's innovative thinking.
- B. Case studies should be in the following format:
 - a. Client Requirements
 - b. The challenge, goals and objectives
 - c. Strategy developed to achieve goals and objectives
 - d. Approach selected and rationale for approach
 - e. Metrics selected and rationale for selection
 - f. Value delivered against chosen metrics
 - g. Commentary for how the digital brand/platform/channel was built, how its appearance and reach among target audiences were optimized and leveraged over time in digital media and on multiple platforms
 - h. Commentary on how co-op opportunities were identified and sold

- i. Commentary on how SEM campaigns were managed to gain value without increasing cost to the client, etc.
- j. How do the case studies provided apply to GMCVB?

5.6 CLIENT SERVICES & PROJECT MANAGEMENT

- A. Outline your project communication structure. If your account staff is separate from your project team or the technical experts who will work on this account, please detail how these teams work together and with the client.
- B. For the proposed budget, what is the level of client services you will be able to provide?
- C. Indicated how the agency will monitor and manage all aspects of this relationship.
- D. Detail the way you would keep GMCVB in the loop with regards to your co-operative sales program. Be sure to include a plan for communication and tracking of responses and participation from Members.

5.7 CREATIVE SERVICES & PRODUCTION

- A. Indicate how the agency will provide a program for Creative Services and Production.
- B. Indicate what percentage of creative services and production is/will be outsourced and/or subcontracted to other companies or freelance agents.
- C. Identify staffing to support creative services and production.
- D. Provide samples of creative product resulting from work performed under the direction of the current agency executive management or creative director(s).
- E. Provide one creative case study including the campaign and creative brief(s), resulting creative, and measurement metrics of the success of the campaign.
- F. Provide an integrated, multi-channel strategy brief for the following GMCVB scenario: GMCVB is planning to launch a multi-channel marketing campaign to impact summer 2012 travel. The budget for the campaign is \$500,000. The campaign will include broadcast, print and digital components. Media will run East of the Mississippi with specific focus on several DMA markets including: New York City, Chicago, Atlanta, Boston, Washington, D.C. and Philadelphia. The consumer call to action will be GMCVB 's Summer of Love special offers page.

Provide your strategic brief only: Absolutely no speculative creative work on GMCVB's behalf will be considered in this initial phase of the RFP evaluation process.

Samples of the proposer's creative portfolio will be evaluated as a measure of creative capabilities and quality. Case studies that connect the agency's creative executions to measurable results or return on investment are highly desirable.

Only work developed under the agency's existing executive or creative management may be submitted.

5.8 CANDIDATE'S DIGITAL BRAND STRATEGY & CAMPAIGN EXECUTION PROCESS

- A. Outline your process for researching, developing and creating a digital brand that meets the client's strategy, goals and objectives.
- B. Provide an excerpt from a final deliverable of a digital brand strategy document that clearly demonstrates how the brand should be connected to offline broadcast and print campaigns. The excerpts should also detail the various uses and different core elements that accompany brand creative in various digital channels and across multiple devices and platforms (the client's name, website name or web address can be removed).
- C. Describe how the agency will provide analytics and tracking to demonstrate program effectiveness, return on investment, return on advertising spend and help to determine future strategic planning.

6.0 PRICING INFORMATION

The GMCVB's digital marketing budget for the Fiscal Year 2011/2012 is approximately \$ 3 million dollars. Overall spend for the FY 2011/2012 is \$ 4 million; thus, digital spend amounted to roughly 75% of budget. The GMCVB foresees increasing its' spend on digital over the course of this contract by 10% .

The GMCVB requests each agency to provide detailed pricing for account management and fees for services outlined in the RFP.

Pricing must show pricing drivers and may include line item details such as average salaries for differing levels of expertise required to fulfill on the RFP, number of hours required, number of people required to staff the account, etc.

GMCVB will compensate for Digital Agency of Record on a percentage of the net media purchased and pay for creative services based on a negotiated hourly rate. Proposed fees and hourly rates for creative services should be included with your proposal.

7.0 CONTRACT

The contract terms shall be defined by a written agreement, which shall be binding when fully executed by both parties. Any responses to the RFP will be incorporated by reference in each written agreement and will become an integrated part of the final contract. Agreements will be customized through negotiations, and GMCVB's basic terms and conditions and business requirements will be embodied in this contract.

GMCVB hopes to maintain collaborative relationships with its Digital Agency of Record. The desired relationship is one marked with a commitment to consistent quality service and continual improvement for the contract processes and services. Therefore, any final agreement will include specific service level and performance standards requirements.

Other Contractual Considerations:

- A. To the extent the agency subcontracts for work, the agency is encouraged to meet or exceed the minority subcontracting goals provided by Florida law through contracts with qualified minority or women-owned subcontractors. Minority vendor activities and expenditures must be reported to GMCVB on a quarterly basis.

8.0 EXHIBIT A: EVALUATION CRITERIA

The criteria shown here is provided as a general guide, not as a definitive prescription, for evaluation.

Evaluation Criteria	% of Overall Score
1. EXPERIENCE & DEMONSTRATED RESULTS OF FIRM	35%
Experience developing and implementing integrated digital marketing programs and platforms.	
Quality, creativity and relevance of work samples/experience developing effective digital marketing platforms - i.e. digital media plans & buys, eCRM programs, SEO tactics, digital advertising co-ops, location-based apps, effective websites & landing pages, content distribution systems, etc. Tourism-related examples are most relevant.	
Role in developing appropriate metrics and working with client to regularly measure and optimize success and recommend new metrics to best meet stated goals and evolving needs of clients.	
2. STRATEGIC BRIEF	20%
Quality, creativity and perceived effectiveness of proposed program outlined in the strategic brief.	
3. RELEVANT EXPERIENCE	10%
Previous experience in similar environment (Private/Public entity such as DMO, CVB, EDC, etc)	
Extent of knowledge and familiarity with GMCVB and Miami attractions, vacations, sporting events & activities, culture events, arts, food & entertainment, hotels & resorts, beaches, cruises, etc.	
4. QUALIFICATION OF PERSONNEL AND PROPOSED SUBCONTRACTORS	20%
Prior experience of the firm, the proposed project team and how this experience relates to this project.	
5. COST EFFECTIVENESS	15%
The maximum services provided in relation to the per hour fee equivalent charged compared against the client's budget OR perceived ROAS.	

