



Addendum Date: October 29, 2021

ADDENDUM 2 TO RFP NO. 22-01
for
HAWAII TOURISM DESTINATION BRAND MARKETING AND MANAGEMENT
SERVICES FOR THE UNITED STATES MAJOR MARKET AREA

STATE OF HAWAII
HAWAII TOURISM AUTHORITY
DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

This Addendum includes:

- RFP 22-01 USA Brand Marketing Management Services Pre-Proposal Conference PowerPoint.
- Answers to questions submitted during the Pre-Proposal Conference Webinar and in writing prior to the question deadline.

This addendum will only answer unique questions that were not already addressed in the RFP.

Note: A new version of the RFP is not forthcoming. All changes are documented in the Addendum(s). Applicants must refer to the Addendum(s) to know of the changes.

QUESTIONS AND ANSWERS

1. Can two agencies partner on this submission?
 - a. Yes. You are welcome to enter together as a legal partnership with a unique company name, or as a contractor/subcontractor team.
2. Does the contact person listed on cover page of proposal need to match the contact person listed on our Intent to Apply form? (Page 5/Section 1/Paragraph 1.07 and Page 17/Section 3/Paragraph 3.10)
 - a. No. The company should match, but the contact person can be different. An exception regarding company name would be made for those who are entering as a new partnership, so long as at least one of the entities had registered an intent to apply.
3. Are you open to partnering with an agency based on the Continental US? Have you ever done this in the past? Will consortiums with international partners be accepted or must all contractors be US-based organizations?

- a. We have worked with, and are open to working with, contractors in-state, out-of-state, and internationally. Upon award, the winning contractor will, at the very least, need to establish an office in Hawai'i. The contractor may be based anywhere though.
4. Can we still submit on the media strategy, planning, and buying and be evaluated for our media credentials? We specialize in Travel & Tourism but we do not offer creative.
 - a. The best strategy for someone who specializes in only part of the services being requested is to team up with another company as a partnership or as a contractor/subcontractor relationship. We are not accepting applications for subcontractors in this RFP.
5. I can't get the Qualifications Questionnaire to work. It won't let me fill it in. (Page 19/Section 3/Paragraph 3.13)
 - a. If you have the upgraded Adobe Acrobat you can fill in the form by clicking the "fill and sign" option located on the right-hand side of the document (it looks like a purple pen). This will activate the fill-in spaces. If your system does not allow for that then please answer questions on a separate sheet. Please label it "Qualifications Questionnaire". We apologize for any inconvenience.
6. May offerors submit additional attachments or only those listed in the RFP? (Page 16/Section 3/Paragraph 3.09)
 - a. No, please only submit what is required according to the RFP. Additional information or collateral may be requested of those who advance to the oral presentation round.
7. Where can we find the Certificate of Vendor Compliance or Proof of Application for CVC (PDF format)? It is not on the HTA website, nor on HANDS. (Page 16/Section 3.09/List of Forms)
 - a. You can find the link for Certificate of Vendor Compliance on the Website Reference table, Section 1.11. <https://vendors.ehawaii.gov>
8. Is the Evaluation Committee the same for all phases of the RFP process (written and oral)? **(Page 25/Section 4.04/Paragraph 1)**
 - a. The intent is to have the Evaluation Committee remain the same from beginning to end. However, there have been occasions where an evaluator may suddenly become unable to fulfill their duties. If an evaluator drops out between phases one and two, HTA has the option of either continuing with one less evaluator or replacing that evaluator.
9. For the price evaluation criteria, how are you defining the "lowest cost factor"? (Page 24/Section 4/Paragraph 4.03)
 - a. The lowest cost factor for this RFP is simply the lowest price.
10. Please confirm that HTA is seeking new creative (on spec) to be developed and presented in the next three weeks? This would be difficult without in-depth discovery, development of messaging, audience targeting, etc. This would also entail extensive review of the past research data. Are you seeking new creative (ad concepts) or just a creative brief?
 - a. The offeror's proposal should demonstrate capacity to develop creative. The offeror should provide at least three (3) examples of creative content prepared for clients by the offeror. Examples must be reduced to 8 ½ x 11 form. The offeror may, in

addition, reference web addresses; however, evaluators are not obligated to view websites. (RFP page 21 section 3.12)

- 11.** If we include prospective work or ideas in our proposal, as stated in 3.06, are those ideas allowed to be exempt from becoming property of the State of Hawai'i?
 - a.** All submissions become the public property of the State of Hawai'i and will be a matter of public record and open to public inspection subsequent to award as defined by the Uniform Information Practices Act (UIPA), Chapter 92F Hawai'i Revised Statutes. An offeror can label specific sections as confidential, but the final decision regarding whether that information is truly confidential will have to be made by the Hawai'i State Attorney General's office at the time a public request is made.
- 12.** Is it true that potentially work presented in this RFP could be used even if the agency offering these ideas did not win the contract?
 - a.** It depends on the idea. If, for example, the idea is to show two people walking on the beach, then, no, that is not protected. A truly original idea, however, could have some merit in intellectual property.
 - b.** HTA Is not interested in stealing anyone's ideas. Our goal is to find the best offeror who can provide the best suite of marketing and management services. Marketing ideas are one aspect of the service, but not the only.
- 13.** Who is the current agency of record and are they participating in the RFP? How long has the current agency been in its role for HTA?
 - a.** Yes. The incumbent, HVCB, has indicated their intent to applying. They are approaching the end of their five-year contract.
- 14.** How big was the team that handled the business in prior years?
 - a.** Prior to the COVID downturn, the incumbent has had 20-25 team members that worked under the USA contract. This does not include subcontractors.
- 15.** How may submitted intent to apply? How many attended the conference call? How many qualified submissions (approx.) do you expect to receive/evaluate through this RFP process?
 - a.** We do not know. We have 27 entities that have registered their intent, and there were 73 people on the conference call, but many of them may be partnership or subcontractor relationships. In our experience, declarations of intent are rarely a good indicator of how many will actually apply. Typically, the number of submission is in the single digits.
- 16.** Please clarify on the 5-year plan. You want a presentation that includes a comprehensive plan but yet the funds will only fund year 2022?
 - a.** The proposal has two components, the 2022-2025 Long-Term Vision and Roadmap and the 2022 Brand Marketing and Management Plan. The \$22.5M is for the initial calendar year 2022, with funding amounts for the subsequent years being allocated on an annual basis (RFP Section 2.12, page 13).
- 17.** What is intended to be included/covered by the \$22,500,000 budget? Does this include marketing and educational programs both within Hawai'i and also the US Mainland?

- a. The 2022 Brand Marketing and Management Plan budget should include all marketing and educational programs targeted to the United States major market area, including Hawai'i residents.
- 18. May we please see a current or previous media plan?
 - a. Please see our website (<link "website">
<https://www.hawaiitourismauthority.org/what-we-do/brand-marketing/us/>) for an overview of the current 2021 plan as well as for past presentations and meeting minutes (<link "past presentations and meeting minutes">
<https://www.hawaiitourismauthority.org/who-we-are/board-of-directors/meetings-minutes/>).
- 19. Can you tell us what has been the paid media budget each year, for the last 3 years?
 - a. The consumer advertising budgets have been approximately \$11.4M in 2019, \$6.9M in 2020, and \$8.2M in 2021, inclusive of media and production costs and consumer collateral.
- 20. How specific should our anticipated Media vehicles be? Both in terms of titles and detailed pricing?
 - a. Media plans should be as specific as possible in terms of titles and costs. With that being said, there is opportunity to make amendments to the Brand Marketing and Management Plan as market conditions change or as new opportunities arise. There is a formal process to make changes to the Brand Marketing and Management Plan.
- 21. Would you confirm that all contractor profit and mark-up must be shown in total on the "Total Contractor Profit/Retainer" line of the budget (attachment-2-bmmp-budget-plan-worksheets.xlsx). (Page 12-13/Section 2/Paragraph 2.10)
 - a. Yes
- 22. Has the budget been delineated between Leisure and Group Travel, and if so, what was the assigned amount/percentages to each area?
 - a. For 2022, the USA budget is primarily for the Leisure market. The contractor will be providing assistance for the MCI market but there are no performance measures specific to this segment. There will be a separate contract for Global MCI.
- 23. How do you expect the \$22.5M Budget to be split up? What percent for Marketing and what percent for management of DMAP?
 - a. The breakdown of the \$22.5M budget and how resources are allocated should be presented to us by the offerors in their proposals.
- 24. Re: Section 2.10, if we don't need to use all of the 22% of the budget for Administrative Costs, what else can those monies be used for? Would HTA welcome options, such as a physical Destination Management Ho'oponopono Center, or airline co-op campaign?
 - a. The 22% is a cap. You can allocate any percentage amount below that cap. Any money not used towards the defined Administrative costs can be utilized in any of the co-op campaigns and partnerships in the BMMP budget.
- 25. Who will the selected agency be working with at HTA, and will there be other agency partners in the mix?

- a. The contractor will be working with HTA staff and other members of the Global Marketing Team, including but not limited to: contractors representing other major market areas for Hawai'i, the Hawaii Convention Center, the Global MCI contractor, the Support Services contractor (managing destination websites including Gohawaii.com and the Knowledge Bank), the Island Chapters, HTA's PR firm and other contractors.
- 26. In this capacity, will we have direct access and regular communication with key community stakeholders from across the islands?
 - a. Yes
- 27. Who are the stakeholders, both throughout the RFP process and throughout the working relationship with HTA?
 - a. Offerors may engage with stakeholders as needed throughout the RFP process and in the development of their proposals. Once contracted, the USA contractor will work with both tourism industry and community stakeholders, to include but not be limited to airlines, activities and attractions partners, festivals and events, government entities, hotels/accommodations, nonprofit organizations, restaurants, retail companies, transportation companies, tour operators, and wholesalers.
- 28. Is there opportunity to partner with local nonprofit organizations for sustainable practices? Such as Surfrider, Kokonut Coalition, Aloha Harvest, etc.
 - a. Yes, there is opportunity to partner with local nonprofit organizations.
- 29. What is the true level of buy-in and collaboration that we can expect from airlines, hotels, cruise companies, etc. that are doing their own brand advertising for Hawai'i tourism? What media opportunities are they open to sharing with us?
 - a. The USA contractor should work collaboratively with the hotels, airlines, tour operators, wholesalers, etc., to include cooperative programs and joint promotions. The USA contractor traditionally sees a high level of buy-in and collaboration from industry partners.
- 30. What's the origin of the action list from each island in the DMAPs? Are they from specific stakeholders, or are they aggregate from across the communities?
 - a. The DMAP Steering Committees proposed the actions by island, which went to the respective communities for input and feedback. The DMAP Steering Committees reviewed the input and feedback received and the HTA and Counties reviewed the actions and identified the agencies to implement the action items. The DMAPs were drafted and went to the HTA Board for approval.
- 31. Can you delineate the roles and responsibilities for the new HVCB contract (described in the October 10, 2021 - Star Advertiser article) versus this RFP?
 - a. The HVCB contract #21038 described in the Star Advertiser is very specific and hands on. It includes defined goals, timelines and implementations for five major components: Destination Managers for each county, DMAP implementation and communications, Community Enrichment Program, Signature Events, and a universal reservation system. There is no overlap in scope between the two contracts. Contract 21038 was created pursuant to HTA Board Resolution 2021-2-1. A link to that resolution is provided here:

- 32. DMAP Actions** - Is the \$22,500,000 budget intended to also include execution of the DMAP Action items? Of note are investment in cultural programs, low-impact green rides, additional sustainability engagement efforts, and funding programs to protect the health of ocean, fresh water, and land-based ecosystems and biosecurity, and establishment of a “Regenerative Tourism Fee”.
- a.** Support of the implementation of the DMAP action items should come from the \$22.5M budget. This support will typically come in the form of marketing and promotion of the action items, not the funding of the action items themselves. For example, the USA contractor would assist and amplify the promotion of Merrie Monarch but would not fund the event itself.
- 33. Please share more about what this means---** "Assist HTA in the execution of DMAP and Regenerative tourism initiatives"
- a.** The HTA seeks to attract responsible high-value mindful travelers – considering who and how they interact with the residents, the impact their movement throughout the destination has on the environment, and selecting accommodations, transportation, and activities in a manner that helps preserve the destination and benefits the people who live there. The offeror will need to describe their strategy to communicate and educate visitors about how to travel throughout the Hawaiian Islands in a sensitive and respectful manner and how they will assist HTA in implementing the DMAP action items including the promotion of Hawai'i-made products, cultural festivals and events, community enrichment programs, and voluntourism activities. The HTA has pre and post-arrival assets that can be used in these efforts.
- 34. You mentioned you have a creative content contractor. Will you continue to work with this contractor in 2022?**
- a.** The HTA works with a contractor for the purpose of managing an intellectual property data bank (a.k.a. the “Knowledge Bank”/digital assets library). This management includes, without limitation, trademarks, service marks, logos, slogans, trade names, websites and domain names, images, artwork, film, digital footage, customer database, and other intellectual property.
For specific creative needs for the USA market that are not available in the Knowledge Bank and for new content development, new content development approved by the HTA will be funded out of the USA base budget. The USA contractor will utilize the Knowledge Bank in performance of destination marketing activities.
- 35. The RFP says “drive destination brand awareness” but is there also a shift in perception that we’re trying to achieve?**
- a.** The expectation is for the USA contractor to differentiate Hawai'i from its competition by focusing on our unique Hawaiian culture, authentic activities, natural environment, and attractions. Branding and education programs should be in alignment with the responsible transition of Hawai'i's tourism model to regenerative tourism.
- 36. High-spending and positive impact travelers are the right target, but HTA cannot control discount airfares or Airbnb and other low-cost lodgings that attract lower-value travelers.**

The materials seem to suggest measures will be put in place to mitigate this, but will we need to account for this reality in our response?

- a. Part of the challenge for the USA contractor is to attract the target markets that align with our values and objectives regardless of pricing and other factors.
37. This is more than an ad campaign; this is active and engaging and ongoing communication. In social that will surface in community management, proactive social listening and response. Will the winning agency be responsible for flagging questions/issues/opportunities not just from potential tourists, but from residents reaching out and seeking tourism-related help?
 - a. Yes
38. Are there concrete plans in place to distribute tourism revenue directly to residents or local organizations?
 - a. No. Tourism revenues are deposited into the State Treasury and allocated by the State Legislature.
39. In your opinion, what are the essentials for a successful working relationship?
 - a. The contractor's ability to maintain the brand integrity and cultural authenticity, have a deep understanding of brand marketing and destination management as it relates to the Hawaiian Islands, and to have open communication with the HTA and community and industry partners.
40. I have gone through much of the research available on your website. There is clearly a wealth of data - but what I am specifically looking for is demographic statistics on visitors, by age bracket (I will take whatever age brackets are defined by HTA !).
 - a. More information on demographics is available in the Annual Visitor Research Reports (<link "Annual Visitor Research Reports">
<https://www.hawaiiitourismauthority.org/research/annual-visitor-research-reports/>
41. Based on the goal "to attract responsible high-value mindful travelers" (BMMP Outline, page 3, #10) the stated Performance Measures (pages 11 – 12, section 2.07, paragraph 2) including average daily visitor spending, total visitor expenditure, do not seem aligned to measure the desired outcomes. Is HTA open to changing/adding new performance measures? What are the chances of new indicators, that more accurately measure the desired outcomes, being implemented, such as: reduction of CO2 per visitor; number of diesel tour buses being replaced with electric buses, click-throughs on QR codes at important cultural/natural sites?
 - a. The HTA is open to adding new performance measures to the worksheet.
42. Should the organizational chart show only management positions or include all positions? (Page 17/Section 3/Paragraph 3.11.1.a.ii)
 - a. The organizational chart should include all staff that would be allocated to the USA contract.
43. Are the Symphony Dashboards tracking "Total Arrivals" and "Total Expenditure" meeting HTA needs? Is this data used in decision-making and are these part of the core KPIs for the program in addition to increasing "voluntourism"? (Page 9 / Section 2.02 "HTA Strategy" & Page 10 / Section 2.06 "Objective")

- a. The Symphony Dashboards are a data visualization tool. The HTA evaluates data across a broad spectrum of inputs with our Research Division at DBEDT in our decision making process. The core KPIs and performance measures are outlined on pages 11 and 12, section 2.07 of the RFP, as well as Attachment 3: BMMP Performance Measures Worksheet.
- 44. Are digital tools currently used to track or monitor resident and visitor satisfaction scores as related to the 5-year plan? (Page 11 / Section 2.07 "Performance Measures & Symphony Dashboards)
 - a. No
- 45. How is marketing spend & effectiveness currently tracked & reported? Is there opportunity for improvement? (Page 11 / Section 2.07 "Performance Measures")
 - a. Marketing spend and effectiveness is tracked and reported on a monthly, mid-year and year-end basis. There is always room for improvement.
- 46. Is there a mechanism to track "voluntourism", or is HTA reliant upon self-reporting from individual organizations? (Page 11 / Section 2.07 "Performance Measures")
 - a. It will be a combination of reports from individual organizations as well as additional questions on the post-arrival survey. The HTA is open to suggestions on how to track voluntourism activities and participation.
- 47. Which social media handles are official HTA handles, and would the Agency take over day-to-day management of each channel, or would social channel admin still happen on the HTA side with new campaign materials being sent to HTA social admins for posting? (Page 12/Section 2.08/Bullet points)
 - a. The HTA handles are managed by HTA staff and contractors and are not part of the USA contract scope of services. Only the current GoHawaii handles will be managed under the USA contract, in addition to any other channels that the USA contractor recommends.
- 48. What level of involvement will we be responsible for related to MCI Conventions and Specific Neighbor Island tourism plans? And will there be another RFP for the Conventions and the Neighbor Island Management ?
 - a. The USA contractor will be responsible for assisting the HTA's Global MCI contractor in securing MCI group business with special focus on the state-owned Hawaii Convention Center (HCC) and citywide convention growth. The Hawai'i Tourism Authority is a statewide organization and marketing efforts should span across Kaua'i, O'ahu, Maui, Moloka'i, Lāna'i, and Hawai'i Island. The contractor will be responsible for driving destination brand awareness and building the brand of the Hawaiian Islands, including the brands for the specific islands.