

# BERMUDA

TOURISM AUTHORITY



**REQUEST FOR PROPOSAL  
SOCIAL MEDIA AGENCY OF RECORD  
ISSUED DECEMBER 6, 2016**

Bermuda Tourism Authority  
22 Church Street  
Hamilton, Bermuda HM11

Bermuda Tourism Authority  
675 Third Ave, Floor 20  
New York, NY 10017

## **INTRODUCTION**

Bermuda speaks to adventure seekers, explorers, romantics and originals. After all, the island is set apart by its location and way of life. Bermuda is where people, cultures, and one-of-a-kind mystique swirl together, connecting visitors to a place far from everyday life.

In 2016 there has been significant growth in vacation air arrivals after more than two decades of declining visitation; the island is on track this year to welcome the most vacation air visitors since 2008. The Bermuda Tourism Authority shifted messaging to position Bermuda as a year round destination and to appeal to the next generation of travelers. As a result, Bermuda is attracting a younger demographic and a new generation of Bermudians are writing the island's next chapter. There is a renewed sense of energy and excitement about the place.

Just as Bermuda is going through a paradigm shift so must its social media vision. Let's face it, social media has changed the way we plan, experience and share travel. It is more important than ever to keep the consumer entertained, engaged and most of all foster a platform and community of avid fans to share their travel experiences. The ultimate goal is to make a deep connection with the consumer and inspire them to book and share their travel to Bermuda.

We understand and appreciate the value of the undertaking and investment agencies make in order to pursue new business. We don't take that effort lightly, and thank you for considering the pursuit of this assignment. We fully believe it's an exciting and challenging opportunity.

## **ABOUT THE BERMUDA TOURISM AUTHORITY**

The Bermuda Tourism Authority (BTA) was created in April of 2014 as the official destination marketing organization (DMO) for the island, to drive demand and desire for Bermuda globally as a world-class destination for leisure vacations, business travel and tourism investment. We analyze relevant tourism data from key tourism sectors, to monitor and measure the industry's performance and its alignment with the priorities of the National Tourism Plan.

Designed as a "next generation" DMO, BTA addresses marketing & sales as well as product and experience, fully utilizing the expertise within our five core divisions (Sales & Marketing, Product & Experience, Tourism Investment, Operations and Research & Business Intelligence) to drive desire and demand for the island and its tourism industry.

The CEO and an independent board of directors of industry professionals lead the organization. We engage in strategic partnerships with private sector partners as well as island stakeholders to grow tourism with the aim of creating jobs and strengthening the Bermuda economy. Investment in the BTA is derived from a grant from the government in addition to a percentage of hotel tax.

## **WORKING WITH US**

We have a talented team that is eager to work with a partner that will help us push forward and break new ground. In turn, the ideal partner will be open and eager to work closely with our in-house team and extended team. We aren't into egos – just great execution and implementation that generates lasting results.

We want to learn from our mistakes as well as our successes over the course of time, and rely on a partnership that allows for on-going re-consideration and, when necessary, reinvention.

We believe in accountability. A cool idea that gets good press but doesn't generate air arrivals to the island isn't going to cut it. Ultimately, the success or ROI of our collective efforts will be tracked by independent research that will measure increase in awareness and desire, intent to visit, actual visitation and overnight stays on-island and ultimately spend on-island.

As the official DMO for Bermuda, BTA will be your client and will lead the development and execution of the island's destination content/social media strategy. However, Bermuda is the product. This is all about Bermuda, her spirit, experiences and the people, who visit, love, live and work here. Your work will be essential to the economic future and vitality of Bermuda. The right partner will produce ideas that will help build passionate ambassadors around the island and help people from all over the world believe there is no other destination experience like Bermuda.

## **OUR OBJECTIVE**

Hearts & Minds. Travel is not a rationale purchase – it's emotional and aspirational. That's why so many global brands use travel in marketing their own products, resulting in an extremely cluttered marketplace. Bermuda must break through all of that noise to connect with people emotionally and convince them that Bermuda is the place for them right now.

We want to develop a creative integrated social strategy for the long-term that has a short-term sense of urgency. We want to build and maintain relationships with creative partners who will help BTA develop integrated social media collaboratively over the course of the next few years. We'll be nimble and rely on a productive partnership that allows for evolution and reinvention when necessary.

We are NOT in search of the same old static social media plan. We are in search of a movement –that inspires participation and engagement by all of Bermuda's partners -- both on island and off. One that consists of compelling, innovative content that moves consumers to travel to Bermuda and share their experiences as well as for those that will engage and spread the word. Destinations succeed best when the DMO, its travel industry partners, visitors and residents are active advocates and collaborators that help promote the Bermuda brand.

We know we will have nailed it when we are able to connect emotionally, set Bermuda apart from the other Caribbean Islands, be true to Bermudians, leverage Bermuda's mystique and most of all change the conversation about the essence of the island itself.

## RFP SUMMARY

2016 has been a growth year for BTA on social media. Behind a more robust, creative content strategy, increased direct engagement, third-party partnerships, and a boost in spending to acquire the right followers while driving on-channel activity, BTA is on track to surpass most of its key performance indicators (KPI) set at the beginning of the year. However, now is time to take the strategy to the next level.

The creative approach requires the development of distinct and own-able creative content with high performing assets to support an integrated marketing initiative capturing the island life that is Bermuda, from the island's rich history and engaging people to some of the world's most beautiful beaches and a myriad of things in between. This project must also include the complexities of standing out in the current marketplace, the multitude of channels to consider and competing destinations that Bermuda must rise above. Candidates must demonstrate a proven history of strategic and effective travel and tourism related social media campaigns across all channels in the global marketplace.

The agency must design and execute a comprehensive social media campaign that will drive awareness, engagement and channel growth and deliver a measurable return on investment. The social media strategy will play an integral role in the BTA's entire multi-channel, integrated tourism marketing efforts. The plan should fully complement and support BTA's overarching marketing & sales objectives to:

- Generate incremental air arrivals to Bermuda 24/7/365
  - increased spending on-island
  - reduced seasonality
- Leverage the opportunity and maximize the impact of America's Cup
- Increase and layer group and leisure demand in 2017 and beyond
- Continue to build differentiation for the Bermuda brand

The selected team will successfully craft a content strategy to be an organic traffic driver to GoToBermuda.com, increase share of voice among the destination's competitive set, grow younger raving fans, support overall increase in visitation, collaborate with on-island partners and stakeholders and develop comprehensive metric reports for all channels. Post-award, the selected agency partner will review and analyze BTA's existing social media programs and make recommendations to consistently improve performance over the course of 2017.

Candidates must demonstrate through comprehensive case studies that they are able to drive business goals while making genuine connections, make data-driven decisions and utilize cutting-edge technology and techniques while keeping track of data and other metrics.

## **SCOPE OF WORK**

BTA seeks to maximize efficiency and effectiveness of its social media efforts through the selection of a social media agency of record. The agency will be responsible for planning and designing a comprehensive, holistic annual social media plan that not only meets the overall objectives but sets us apart from the sea of sameness.

### **Tell us how you are going to:**

- Create and build trust through facilitating conversations and sharing between users and community.
- Build scale for a tiny but mighty island country.
- Develop a content strategy that brings value to consumer using linkage and research.
- Make community members the heroes.
- Relay the destination message in creative ways.
- Differentiate BTA among other DMOS and brands with our distinct character and storytellers.
- Coach others how to utilize our brand voice and have our followers/ambassadors evoke emotion and personality through their own posts and photos.

The Agency's role is to create a well thought out plan that answers the above seven questions which lead to positive growth in reach, engagement, website traffic, lead generation over all of BTA's social media channels and ultimately drive consumer interest and travel to the island.

Below you will find a more tactical outline of the Agency's scope that includes:

### **I. Day-to-day Consumer Social Media Activities and Ongoing Strategic Counsel**

- Day-to-day consumer social media activities, ongoing strategic counsel and recommendations across all social media executions – including but not limited to consumer campaigns, partner projects, and crisis and issues management
- Drafting all social copy with Bermuda's distinct, genuine brand voice
- Securing explicit permission for UGC assets from social users, followers and partners, as needed
- Weekly input into editorial calendar by recommended channel cadence for optimal performance
- All monthly, quarterly and annual reporting for organic, non-paid and paid social activity including competitive set analysis.

- Recommendations and process management for continued day-to-day paid social advertising (post boosting) and monthly growth campaigns (pending approval of paid social advertising budgets.)
- Develop official @Bermuda Tweetdeck (SocialBakers) for BTA monitoring, engagement and retweets, including key influencers, media, partners/stakeholders
- Develop and update quarterly Twitter Chat calendar featuring key dates, participants, hashtags and topics. BTA will execute on an ad hoc basis, quarterly
- Continued oversight and coordination of social infrastructure or vendor/resource needs (e.g., demos and recommendations of social CRM tools, analytics tools, etc.), as needed
- Frequent and regular communication with in-house team and other partner agencies (advertising, public relations and global representation firms)
- Client management with in-person meetings, conference calls, presenting at stakeholder sessions as needed
- Budget management and day-to-day administrative duties

## **II. Social Photography/Video Content Management**

- Support the ideation, development, and launch of a program to facilitate a photo community/hub utilizing on-island photographers and their images with the appropriate fee structure and photo credits.
- Provide ongoing support, including monthly shot lists, curated collections, and other photography requests
- Recommend strategies on curating and executing video content over You Tube and other channels.

## **III. Additional Services May Include:**

- Formal social influencer programs, including travel and itinerary planning, coordination, content execution and reporting
- Provide as-needed content development support for the following social assets:
  - Motion graphics (e.g., GIFs, Flipagrams, etc.)
  - Light photo editing and adjustments, including monthly/bimonthly updated channel banners and avatars, if necessary
- On-the-ground social media support for events and other on-island/offline activities
- Day-to-day engagement when team is unable to manage engagement over channels
- On-line editorial content copywriting

## QUALIFICATIONS

- Expertise in Developing an Integrated Social Media Strategy: Significant experience in global market messaging, content and multi-channel strategies
- Strong Account Planning & Management Capabilities
- Creative Thought Leadership & Execution: Non-traditional ideas and creative concepts with the ability to execute them
- Brand Management: Demonstrated ability to drive brand consistency with appropriate nuances required through partner marketing
- Travel & Tourism Industry Experience: Deep knowledge of destination marketing and leveraging partnerships in the travel chain desired
- Promotional Planning & Execution: Experience in planning and executing integrated promotions in core global markets, including best practices, speed-to-market and on-the-ground implementation
- Team Players: Experience in coordinating with multiple agency partners, BTA staff, industry partners to support overall messaging strategy
- Strong & Diplomatic Negotiating Skills: Demonstrated capabilities in working with influencers and like-minded brands, asset management including images, video, design, etc.
- Smart Market Segmentation Experience: specific experience in Bermuda's core geographic, demographic and psychographic market segments
- Research & Analytics: Utilize the most up-to-date products to show the ROI of the social media agency's initiatives

## LENGTH OF CONTRACT

The agreement will be valid for a two-year period. The agreement may be renewed for up to two additional one-year periods at the discretion of both parties based on adequate performance measurements. The terms of the contract will be negotiated at least 90 days prior to the expiration date of each contract period. The new terms, if any, will be incorporated upon renewal.

Both parties will be required to give 90 days' notice if either wishes to terminate the contract prior to its expiration. All amounts are subject to change based on annual budget appropriation, creative needs and monies received by BTA. BTA reserves the right to work with partners and other providers to obtain marketing services not included in agency's annual budget allocation.



## TIMELINE

### Proposal Timeline\*

Task	Completion Date
RFP Published	December 6, 2016
Questions Due to BTA	December 9, 2016 3pm EST
Responses to Questions Posted by	December 13, 2016 5pm EST
Submit Signed Intent to Bid	December 16, 2016 3pm EST
Proposals Due	January 6, 2017 3pm EST
Notification of Finalists	January 11, 2017
Finalists Presentations	January 18 –January 20, 2017
Notice of Intent to Award Contract, Negotiations & Reference Checks to Begin	January 25, 2017

*\*This proposal timeline may be altered at any time at the discretion of the BTA. BTA reserves the right to reject any and all proposals, or any part thereof; waive an informality in the proposals and accept the proposal that best meets the needs of the Authority.*

## METHOD OF SELECTION

Following receipt of written proposals, BTA may select agencies that qualify as finalists. Finalists will be asked to travel to New York City at their own expense to share a presentation in-person. Specifics about the presentation and additional destination documents will be shared with finalists at the time of their notification. Final selection of the winning agency(s) shall be based on a combination of both the written and in-person proposals.

Please don't politicize the process. While we appreciate that prospective agencies and/or representatives may have personal relationships with industry stakeholders, politicians or even BTA staff members, we ask you to abide by the terms and process outlined in this RFP. Put your best foot forward and rely on the merit of your work and ideas to win the business. Failure to abide by the spirit of this request will result in the rejection of your proposal.



## **AWARD OF CONTRACT**

This Request for Proposal in no way commits BTA to award a contract, to pay any costs in preparation of a proposal, or to contract for the goods and/or services offered. Selection shall be made of one or more Agencies deemed to be fully qualified and best suited among those submitting proposals on the basis of evaluation factors included in the Request for Proposals, including price if so stated in the Request for Proposal.

Negotiations shall be conducted with the Agencies so selected. Price structure shall be considered, but will not be the sole determining factor. After negotiations have been conducted with each Agency selected, BTA shall select the Agency, which, in its opinion, has made the best proposal, and award the contract to that Agency. Should BTA determine in its sole discretion that only one Agency is fully qualified, or that one Agency is clearly more highly qualified and suitable than the others under consideration, a contract shall be negotiated and awarded to that Agency.

BTA will not furnish a statement of the reason why a particular proposal or presentation was not deemed to be the most advantageous. At any time during the negotiations BTA may terminate all negotiations and re-advertise the requirement. The reason for such termination shall be made part of the file. The award document shall be a signed contract incorporating by reference all the requirements, terms and conditions of the RFP and the Contractor's proposal as negotiated.

## **REJECTION OF PROPOSALS**

BTA reserves the right to reject any or all proposals received and the right to choose parts of the RFP to execute. Non-acceptance of a proposal means that one or more others were deemed more advantageous to BTA or that all proposals were rejected.

## **OWNERSHIP OF MATERIALS**

If you decide to participate and present in the process, BTA will own all of the ideas, intellectual property, including the Q&A document concept boards and materials you share with us, whether you are eventually hired or not. If chosen for this project, all of the creative work completed or proposed during the term of the agreement will ultimately be the sole property of BTA.

If selected as the agency of choice, any artwork you supply to us must be cleared and appropriate for ownership by BTA. We cannot be responsible for model or talent residuals of any kind. If your company is a signatory to any contracts that conflict with this policy, we are not and will not be bound by those contracts. Make certain you bring suppliers and partners to the table that understand and agree to these terms. We are willing to pay reasonable fees for

photographers, models and crews. It's vital for us to own and leverage our assets with partners throughout the travel chain, so clear ownership of assets is critical.

## **WARRANTIES**

Agency represents and warrants that it has full power and authority to enter into and fully perform this Agreement, and that no services or material furnished hereunder will in any way infringe upon or violate the rights of any third party, including without limitation rights of patent, trade secret, trademark, copyright, or privacy.

BTA represents and warrants that it has full power and authority to enter into and fully perform this Agreement, that any information about its products and services furnished to Agency will be accurate and complete, and that no services or material furnished to Agency hereunder will in any way infringe upon or violate the rights of any third party, including without limitation rights of patent, trade secret, trademark, copyright, or privacy.

## **RFP RESPONSE REQUIREMENTS**

Proposals must address each item listed, giving specific details on how you will achieve these requirements. Proposals may be rejected if minimum requirements are not met. All proposers wishing clarification of this RFP must submit questions in writing to the BTA, no later than December 9, 2016 (due by 3:00 pm, EST), and sent by email to [visley@bermudatourism.com](mailto:visley@bermudatourism.com).

Costs for developing proposals are entirely the responsibility of the proposer and shall not be reimbursed by BTA.

Agencies are encouraged to submit proposals that showcase their style, experience and approach; however proposals must include the following information in the following order, numbered accordingly:

1. Company Information (including subsidiaries)
  - a. Provide description of the nature of the organization's services and activities
  - b. Include when the business was established, brief history and location(s)
  - c. List the location(s) of the office(s) from which the primary work on this contract would be performed
  - d. List of all current clients and past clients for the previous three years
    - i. No Conflict of Interest: Clearly identify any client relationships that could potentially be considered a conflict of interest
  - e. Provide what percentage of company's business is tourism related
  - f. Provide financial statements as evidence of financial stability. Agency must document sufficient financial resources necessary to perform all services associated with this contract. Financial statements are required in the form of a balance sheet and/or income statement for the last year these are available.

Financial statements are confidential, and must be labeled “confidential” and submitted in a separate envelope. One set is sufficient.

2. Team Information

- a. List primary team members that would be assigned to BTA account with each role clearly defined including responsibilities and contact information. (Note: any team members that are outside contractors.)
- b. Include current resumes of management or key personnel bios including direct tourism-related experience
- c. Identify one individual on the proposer’s account team who will manage the BTA relationship day-to-day

3. Strategy & Business Approach

- a. Outline your approach to understanding a new client’s business and beginning work on a new account
- b. Overview of process and methodology used for campaign strategy development
- c. Clearly define how you propose the agency team and BTA team interact as a part of the continuous planning, development, execution and optimization process
- d. Detail case studies (minimum of two) with demonstrated results relevant to Bermuda (industry, geography, life cycle or scale similarity)
  - i. Describe and provide details of a strategic challenge and how it was addressed
  - ii. Describe and provide examples of curating content successfully to amplify and grow followers across multiple channels when a specific goal needed to be met.
  - iii. Show examples of how the Agency utilized pop culture and the news of the day that enabled the client to be the leader in the conversations with the largest share of voice.

4. References

- a. Provide at least three current references, scope of relationship and client contact information, preferably within the travel and tourism sector

5. Budget

- a. Detail what you believe it will cost us to work with your team over the next year
- b. Provide an outline of your approach to compensation
- c. Proposal must define the company’s management budget including creative development fees, project management fees, copy writing/online editorial content production fees and any other related costs
- d. Describe how you mix paid and earned content to maximize social goals
- e. Outline what you recommend as a paid social budget annually based on Bermuda’s size and scope

- f. Outline your proposed billing process (by hour, by project, annual fee broken down monthly, how you handle passing on outside costs?)
- g. Include a breakdown of the hourly fees associated with the proposed team

6. Timeline and/or Project Plan (See page 8)

**ATTACHMENT 1**

**NOTICE OF INTENT TO BID**

**INSTRUCTIONS:**

**Notice of Intent to Bid (Attachment 1) must be received by December 16, 2016 (due by 3:00 p.m. EST).** The notice shall be sent by email to [visley@bermudatourism.com](mailto:visley@bermudatourism.com) at BTA's NYC office. The Notice of Intent to Bid, is nonbinding; however, it ensures the receipt of all addenda related to this RFP. Proposals will be accepted only from applicants who submitted a timely Notice of Intent to Bid.

If Agency submits Notice of Intent to Bid, Agency will be required to sign a Non-Disclosure Agreement (NDA) to continue through the process.

**SEND TO:**

Bermuda Tourism Authority  
C/O Victoria Isley  
675 Third Avenue, 20<sup>th</sup> Floor  
New York, NY 10017  
ATTN: RFP – Social Media Agency of Record  
Email: [visley@bermudatourism.com](mailto:visley@bermudatourism.com)

NAME OF BIDDER / COMPANY:
CONTACT PERSON:
MAILING ADDRESS:
TELEPHONE:
FAX:
E-MAIL ADDRESS:
SIGNED: