



Strategic Visioning and Corporate Consulting Vendor RFP Q & A

The following are answers to questions regarding the Strategic Visioning and Corporate Consulting Vendor RFP.

Thanks to everyone who submitted questions regarding Brand USA's Strategic Visioning and Corporate Consulting Vendor RFP. Since many of the questions posed were similar, we have condensed and edited queries. Company names have been removed. If the answer to the question is already in the RFP, or if we were unable to understand a question, we did not provide an answer.

Q Aside from the 10-year check-in AND the impacts of the COVID-19 pandemic... what has triggered the need for this revisit/review/realignment?

A Brand USA and the Board of Directors were set to take on this project last year after Brand USA's funding was reauthorized by Congress through 2027. COVID interrupted those plans and have actually added another layer to consider.

Q Over the last decade, what has worked especially well for Brand USA with respect to the mission, vision, purpose? What about with structure and process and tools? What has been especially problematic or just has not worked as intended?

A Brand USA will provide this sort of information to the winning bidder.

Q Has Brand USA historically (longer term and more recently) been meeting its goals/objectives, or not? Is there currently increasing support and confidence from funders and stakeholders, or is there negative pressure due to concerns/issues?

A Brand USA's success or failures against objectives can be found in its annual reports to Congress found [here](#). Brand USA's access to federal funding has been reauthorized two times the most recent of which was December 2019.

Q What will be the project team structure on the Brand USA side for the people with whom we will be working on this engagement? (project leader, number of people on steering committee or project team)

A The vendor will report to the CEO, Chris Thompson, and the work product will ultimately be delivered to the Board of Directors. Chris Thompson will direct the winning vendor's work within the company and delegate responsibilities as appropriate.

Q Who are "similar organizations with similar missions" to Brand USA?

A You can look to structurally similar organizations (non-for-profit associations with a broad constituency) or organizations with similar missions. Both structure and mission inform who we are and what we do.

Q For the interviews with “other stakeholders, contributors, industry program participants or sponsors, and government liaisons” will Brand USA provide contact information for the domestic and international individuals / entities? Will the vendor be able to reveal that the interview is being conducted on behalf of Brand USA?

A Brand USA will provide the winning vendor with all the relevant contact information. The vendor will be able to reveal that the interview is being conducted on Brand USA’s behalf.

Q Will you share your past strategic plan and inputs/data/insights/etc. that led to that strat plan?

A Past Business Plans can be found [here](#).

Q Will you share your current “Mission and Values” and what inputs/data/insights led to these?

A Mission and Values can be found [here](#).

Q Under Recommendations, a request is an “emphasis on corporate and DEI cultural considerations. (Possible liaison with external DEI consultant).”: Do you have a DEI consultant you would want us to work with or do you expect the consultant selected for this work to provide/address DEI?

A Brand USA’s staff-led DE&I committee has nearly completed an [RFP for DEI](#) vendor services. We see this RFP as distinct from that program, but recognize that there may be some overlap, particularly on anything related to staff culture or internal processes. We will make sure that the winning vendor of this RFP has appropriate touch points with the DEI consultant so that work isn’t redundant or contradictory.

Q What data sources/reports do you anticipate will be made available to the selected consultant?

A Brand USA will make its data – financial, marketing-related, contributor survey results, and other relevant information – available to the winning vendor if it helps the vendor deliver better work.

Q While the RFP includes an anticipated project start date, could you provide insight into your hope for completion dates and/or other milestones?

A The most important thing is to make sure that the deliverable is well produced and ultimately effective. Brand USA expects the vendor to provide a realistic timeline with interim milestones that demonstrates what is required of each party along the way, what to expect in terms of work product, and ultimately how we might use the product. We want this to be done as quickly as it can be done thoroughly. The vendor will be expected to conduct a group meeting and present an initial organizational assessment to the board of directors on July 20th.

Q Are deviation from the scope of work outlined on page 3 acceptable in order to complete the required deliverables?

A Brand USA will work with the vendor to achieve the goal as thoroughly and efficiently as possible. Deviations may be appropriate depending on the circumstances.

Q Is there an expectation that the vendor will provide implementation support specifically as it relates to any potential organizational structure changes and/or leadership development needs that result from assessment recommendations or requirements associated with the strategic direction? If so, is this implementation support work included as part of this RFP's scope of services?

A Brand USA doesn't expect to need implementation support, but does expect the vendor to deliver best practices and recommendations to ensure implementation success. If necessary, Brand USA may ask the vendor to provide hands-on implementation support and any such work would be scoped and contracted separately.

Q Do you have a budget or budget range that has been allocated for this work that you can share? If not, what was the budget range you spent on this work in the past?

A Vendor to provide hourly rates and estimated staff time for specific interim deliverables, the total budget for specific interim deliverables, and the total budget proposal.

Q How have you approached audience strategy (e.g., definition, sizing, etc.) in the past? What has or has not worked well?

A Information to be shared with the winning bidder.

Q What is the most important criteria in the decision-making process in choosing your new partner and why?

A See evaluation criteria in the RFP.

Q How do you determine the specific level of support for a particular US destination vs. others?

A This is the type of information that will be shared with the winning bidder.

Q Can you provide more information regarding your attribution model for the destinations and calculated revenue of the tourism generated?

A Brand USA's annual [ROI study](#) provides relevant information.