

**Bid Tabulation Packet
for
Solicitation GEN2116476P1**

Advertising Agency Services

Bid Designation: Public



Broward County Board of County Commissioners

Bid #GEN2116476P1 - Advertising Agency Services

Creation Date Jan 28, 2019

End Date Mar 20, 2019 5:00:00 PM EDT

Start Date Feb 1, 2019 3:25:33 PM EST

Awarded Date Not Yet Awarded

GEN2116476P1--01-01 Flat Fee Services - Year 1					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			
Cactus Marketing Communications	First Offer - \$80,000.00	12 / month	\$960,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Proposed monthly fee (Flat Fee Services) including all creative development fees, project management, copy writing, digital media and content strategy, media buying, etc. Total Annual Hours: 6,898 Total Monthly Hours: 575			
MMGY Global	First Offer - \$83,245.00	12 / month	\$998,940.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-01 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$99,500.00	12 / month	\$1,194,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$103,335.00	12 / month	\$1,240,020.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$123,916.00	12 / month	\$1,486,992.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,667.00	12 / month	\$1,940,004.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Please see Fuseideas' uploaded response document for Pricing Support detail.			

Relebrand	First Offer - \$200,000.00	12 / month	\$2,400,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: All forms in the documents section have been filled out and accepted within that designated area. All additional required forms or forms from the document section that required further action are included as uploads in this section. Our presentation for evaluation criteria is also included in as an upload in this section.			
ModOp	First Offer - \$264,148.00	12 / month	\$3,169,776.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: The attached monthly flat fee pricing is based on the services to be provided by our team members as well as estimated costs of all annual deliverables. This pricing does not include Optional Services such as initial Brand Strategy and Positioning or Website/APP design and development.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Lightship Studios	First Offer - \$660,475.00	12 / month	\$7,925,700.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			


GEN2116476P1--01-02 Flat Fee Services - Year 2					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs
Cactus Marketing Communications	First Offer - \$70,000.00	12 / month	\$840,000.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Total Annual Hours: 6,022 Total Monthly Hours: 502			
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			


MMGY Global	First Offer - \$75,712.00	12 / month	\$908,544.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-02 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$102,485.00	12 / month	\$1,229,820.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$102,850.00	12 / month	\$1,234,200.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$106,435.00	12 / month	\$1,277,220.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,667.00	12 / month	\$1,940,004.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Relebrand	First Offer - \$170,000.00	12 / month	\$2,040,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
ModOp	First Offer - \$263,440.00	12 / month	\$3,161,280.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video production and digital experiences.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Lightship Studios	First Offer - \$644,758.00	12 / month	\$7,737,096.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
GEN2116476P1--01-03 Flat Fee Services - Year 3					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs


Cactus Marketing Communications	First Offer - \$70,000.00	12 / month	\$840,000.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Total Annual Hours: 6,022 Total Monthly Hours: 502			
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			
MMGY Global	First Offer - \$75,712.00	12 / month	\$908,544.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-03 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$102,850.00	12 / month	\$1,234,200.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$105,560.00	12 / month	\$1,266,720.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$109,628.00	12 / month	\$1,315,536.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,666.00	12 / month	\$1,939,992.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Relebrand	First Offer - \$170,000.00	12 / month	\$2,040,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
ModOp	First Offer - \$262,440.00	12 / month	\$3,149,280.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video production and digital experiences.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			

BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92		Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			
Lightship Studios	First Offer - \$654,349.00	12 / month	\$7,852,188.00		Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			






Supplier Totals






f Cactus Marketing Communications		\$2,640,000.00 (3/3 items)	
Bid Contact	Kristen Taylor Smith kristen@cactusinc.com Ph 303-455-7545	Address	2128 15th. Street Denver, CO 80202
Bid Notes	Thank you, please enjoy!		
Agency Notes:		Supplier Notes:	Head Attch:
		Thank you, please enjoy!	

f Zimmerman Agency [Ad]		\$2,688,804.00 (3/3 items)	
Bid Contact	Angela Meredith ameredith@brightredagency.com Ph 850-668-2222	Address	TALLAHASSEE, FL 32308
Agency Notes:		Supplier Notes:	Head Attch:
			

f MMGY Global		\$2,816,028.00 (3/3 items)	
Bid Contact	Hawley Montgomery hmontgomery@mmgyglobal.com Ph 816-471-5988	Address	4601 Madison Avenue Kansas City, MO 64112
Bid Notes	Thank you for including MMGY Global in your RFP process. Our team is excited and ready to hit the ground running. We are confident that our industry knowledge and expertise in advertising agency services for travel and hospitality brands will make us an ideal partner for Greater Fort Lauderdale. Our comprehensive proposal covers each year of the stated contract length and addresses the full scope of work. If you have any questions while reviewing please feel free to reach out to our team. Thank you again for the opportunity, we look forward to hearing from you!		
Agency Notes:		Supplier Notes:	Head Attch:
		Thank you for including MMGY Global in your RFP process. Our team is excited and ready to hit the ground running. We are confident that our industry knowledge and expertise in advertising agency services for travel and hospitality brands will make us an ideal partner for Greater Fort Lauderdale. Our comprehensive proposal covers each year of the stated contract length and addresses the full scope of work. If you have any questions while reviewing please feel free to reach out to our team. Thank you again for the opportunity, we look forward to hearing from you!	

f Metropolitan Public Strategies		\$3,566,988.00 (3/3 items)	
Bid Contact	Jason Heard	Address	1677 Lexington Avenue 2nd Fl

jasonheard@gmail.com Ph 415-642-9970 New York, NY 10029		
Bid Notes	Please find attached the following items: * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK These documents apply to the entire bid.	
Agency Notes:	Supplier Notes: Please find attached the following items: * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK These documents apply to the entire bid.	Head Attch: 
f &Barr \$3,690,540.00 (3/3 items)		
Bid Contact	Douglas White douglas.white@andbarr.co Ph 407-758-6509	Address 600 E Washington Street Orlando, FL 32801
Agency Notes:	Supplier Notes:	Head Attch: 
f PPK \$3,832,776.00 (3/3 items)		
Bid Contact	tom kenney tkenney@uniteppk.com Ph 813-393-8564	Address 1102 N. Florida Ave. Tampa, FL 33602
Agency Notes:	Supplier Notes:	Head Attch: 
f Aqua [Ad] \$3,955,392.00 (3/3 items)		
Bid Contact	Dave DiMaggio NewBiz@welcometoaqua.com Ph 727-687-4670	Address SAINT PETERSBURG, FL 33701
Agency Notes:	Supplier Notes:	Head Attch: 
f Starmark \$5,325,840.00 (3/3 items)		
Bid Contact	Jacqui Hartnett lpunte@starmark.com Ph 954-874-9000	Address 210 S. Andrews Fort Lauderdale, FL 33301
Supplier Code	VC0000039094	
Agency Notes:	Supplier Notes:	Head Attch: 
f Fuseideas \$5,820,000.00 (3/3 items)		
Bid Contact	Dennis Franczak dfranczak@fuseideas.com Ph 617-776-5800 Fax 617-776-5821	Address 8 Winchester Place Suite 303 Winchester, MA 01890

Qualifications SB		
Agency Notes:	Supplier Notes:	Head Attch: 
f Relebrand \$6,480,000.00 (3/3 items)		
Bid Contact Roberto S Schaps roberto@relebrand.com Ph 305-476-3536	Address 800 Douglas Road La Puerta del Sol, Suite 230 Coral Gables, FL 33134	
Agency Notes:	Supplier Notes:	Head Attch: 
f Pace Communications Group, Inc. \$8,332,200.00 (3/3 items)		
Bid Contact Julie Bricker julie@paceadv.com Ph 561-931-2639	Address 7301 North Federal Highway Studio B Boca Raton, FL 33487	
Bid Notes All monthly flat fee pricing includes costs for agency time and production costs. The GFLCVB will not be billed for agency hours that are not utilized.		
Agency Notes:	Supplier Notes: All monthly flat fee pricing includes costs for agency time and production costs. The GFLCVB will not be billed for agency hours that are not utilized.	Head Attch: 
f ModOp \$9,480,336.00 (3/3 items)		
Bid Contact Nicole Taic nicole.taic@modop.com Ph 786-615-6720	Address 444 Brickell Ave Suite 900 Miami, FL 33131	
Bid Notes Please note: Under the Year 1 field, we attached our response that will cover all three years.		
Agency Notes:	Supplier Notes: Please note: Under the Year 1 field, we attached our response that will cover all three years.	Head Attch: 
f Nobox Marketing \$9,655,092.00 (3/3 items)		
Bid Contact Santiago Mas santiagomas@nobox.com Ph 786-427-5900	Address 3390 Mary Street MIAMI, FL 33129	
Bid Notes Hello GFLCVB team, Thank you for the opportunity to participate in this first round of the RFP! As South Florida locals and passionate advertising professionals, it would be an honor and a pleasure to work in partnership with you. After we got a positive response in the Q&A section, we decided to prepare a deck as our reply to the Evaluation points instead of a Word or Excel file, as we thought it would better illustrate our capabilities. The file is called: "NOBOX PROPOSAL I GFLCVB Bid #GEN2116476P1 - Advertising Agency Services.pdf" As requested in the Q&A section, we uploaded the Local Presence Form as one of the check boxes didn't exist in the digital form (BidSync). Looking forward to receiving your comments and next steps. Feel free to reach out with any questions or additional request. Warm Regards and Miles of Blessings, The Nobox Team.		
Agency Notes:	Supplier Notes: Hello GFLCVB team, Thank you for the opportunity to participate in this first	Head Attch: 

round of the RFP! As South Florida locals and passionate advertising professionals, it would be an honor and a pleasure to work in partnership with you. After we got a positive response in the Q&A section, we decided to prepare a deck as our reply to the Evaluation points instead of a Word or Excel file, as we thought it would better illustrate our capabilities. The file is called: "NOBOX PROPOSAL I GFLCVB Bid #GEN2116476P1 - Advertising Agency Services.pdf" As requested in the Q&A section, we uploaded the Local Presence Form as one of the check boxes didn't exist in the digital form (BidSync). Looking forward to receiving your comments and next steps. Feel free to reach out with any questions or additional request.

Warm Regards and Miles of Blessings,
The Nobox Team.

f BVK		\$10,499,999.76 (3/3 items)
Bid Contact	Mary DeLong mary.delong@bvk.com Ph 813-251-0398	Address TAMPA, FL 33606
Agency Notes:	Supplier Notes:	Head Attch: 
f Paradise Advertising		\$10,499,999.76 (3/3 items)
Bid Contact	Rudy Webb rwebb@paradiseadv.com Ph 727-821-5155	Address Saint Petersburg, FL 33701
Agency Notes:	Supplier Notes:	Head Attch: 
f Lightship Studios		\$23,514,984.00 (3/3 items)
Bid Contact	Andrew Perrott andy@lightshipstudios.com Ph 954-621-1350	Address 4030 NE 6th Avenue Oakland Park, FL 33334
Qualifications	SB	
Agency Notes:	Supplier Notes:	Head Attch: 

* *

MMGY GlobalBid Contact **Hawley Montgomery****hmontgomery@mmgyglobal.com****Ph 816-471-5988**Address **4601 Madison Avenue****Kansas City, MO 64112**

Bid Notes Thank you for including MMGY Global in your RFP process. Our team is excited and ready to hit the ground running. We are confident that our industry knowledge and expertise in advertising agency services for travel and hospitality brands will make us an ideal partner for Greater Fort Lauderdale. Our comprehensive proposal covers each year of the stated contract length and addresses the full scope of work. If you have any questions while reviewing please feel free to reach out to our team. Thank you again for the opportunity, we look forward to hearing from you!

Item #	Line Item Notes	Unit Price	Qty/Unit	Attch.	Docs
GEN2116476P1--01-01	Flat Fee Services - Year 1 Supplier Product Code: GEN2116476P1--01-01 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.	First Offer - \$83,245.00	12 / month \$998,940.00	Y	Y
GEN2116476P1--01-02	Flat Fee Services - Year 2 Supplier Product Code: GEN2116476P1--01-02 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.	First Offer - \$75,712.00	12 / month \$908,544.00	Y	Y
GEN2116476P1--01-03	Flat Fee Services - Year 3 Supplier Product Code: GEN2116476P1--01-03 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.	First Offer - \$75,712.00	12 / month \$908,544.00	Y	Y
Supplier Total				\$2,816,028.00	

MMGY Global

Item: Flat Fee Services - Year 1

Attachments

Bid GEN2116476P1_Advertising Agency Services_MMGY Global Submission.pdf



BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS
ADVERTISING AGENCY SERVICES
BID NUMBER: GEN2116476P1 SUBMITTED BY MMGY

MMGY GLOBAL
THE WORLD'S LARGEST
TRAVEL & TOURISM
MARKETING COMPANY

MMGY Global is the world's largest integrated marketing
company specializing in the travel, hospitality and
entertainment industries.

With nearly 40 years of experience in the industry, we
offer services across all marketing channels in multiple
markets throughout the world.

Today, we represent seven brands with one goal:

TO INSPIRE PEOPLE
TO GO PLACES.



TOGETHER,
WE WILL GO GREAT PLACES.

Dear Broward County Board of County Commissioners staff, industry and partners:

Thank you for the opportunity to submit a proposal for advertising agency services to promote the Greater Fort Lauderdale Convention and Visitors Bureau. We take great pride in our integrated teams across the family of MMGY Global brands. Our branding and advertising efforts will benefit greatly from the work you're already doing with two of our agency brand teams, Hills Balfour and DK Shifflet.

Fort Lauderdale has an exciting story of transformation to tell to an entirely new generation of traveler, but as you know, promoting a destination in today's competitive environment requires finding new ways to tell a story, shape perceptions and inspire action. More than experts in advertising, we are experts in understanding today's travelers – their behaviors, influences, suspicions and motivations. We have a deep understanding of the market dynamics that drive demand for leisure, business and group travel and have the proprietary research needed to inform our strategic approach.

While relaxation is a top motivation for the Fort Lauderdale traveler, exploration rises to the top as well, and this holds even with our affluent luxury travel audience. In fact, nearly nine in 10 affluent travelers interested in visiting Fort Lauderdale are motivated to travel to explore and experience new cuisines.

We are excited about the prospect of working with you to not only increase visitation and incremental spend but further build awareness of the breadth, depth and diversity of the new, transformed Greater Fort Lauderdale experience, that takes travelers beyond the beach.

We believe our teams are in the best position to complement and enhance the tremendous success you have already enjoyed, ensuring many more years of market leadership. Thank you for the opportunity, and we can't wait to further the discussion.

Sincerely,

Justin Farmer
VP, Business Strategy

TABLE OF CONTENTS §

01	ABOUT MMGY GLOBAL
12	STAFFING PLAN
18	OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS
44	TIMELINE & PROPOSED COMPENSATION STRUCTURE
49	WHY MMGY



GREATER
FORT LAUDERDALE



GREATER
FORT LAUDERDALE

01 § ABOUT MMGY GLOBAL

01 ABOUT MMGY GLOBAL

COMPANY INFO

MMGY Global, LLC.

4601 Madison Ave.
Kansas City, MO 64112
816.472.5988

AGENCY BRAND ALIGNMENT

We will be positioning the Greater Fort Lauderdale Convention & Visitors Bureau account under our flagship integrated marketing agency brand, MMGY.

GROSS BILLING

MMGY 2018 gross billings exceeded \$80,000,000.

TOTAL FULL-TIME STAFF

MMGY currently has 143 full-time team members.

OFFICE LOCATIONS

MMGYDC

MMGYDUBAI

MMGYKC

MMGYLA

MMGYLONDON

MMGYMADRID

MMGYMIA

MMGYNYC

IN-MARKET PRESENCE

We have hand-selected a core team across multiple MMGY Global offices with unparalleled tourism marketing experience to ensure our top staff will effectively service the Fort Lauderdale business.

We are committed to staffing a senior member of our account team in Fort Lauderdale and have already identified several ideal candidates. Should we earn the business, we would hire a Senior Account Executive with in-depth knowledge of the destination to lead the account team. This individual would be a valuable asset in building a comprehensive and integrated strategy but will also liaise with the Greater Fort Lauderdale Convention & Visitors Bureau staff and serve as industry outreach across the county.

In addition to our in-destination representative search, we will be opening a new office in Fort Lauderdale to support the business. Our operations team has begun vetting office lease options, with our ideal location being right across the street from your offices in the Plaza 100 building. We have done so previously for other DMO clients such as The Colorado Tourism Office. It would be our expectation to have both the office and representative in place at the start of our partnership with your team.



01 ABOUT MMGY GLOBAL

WHO YOU WORK WITH SAYS A LOT ABOUT YOU

MMGY currently works with over 70 of the most dynamic travel brands around the world. Below you will find the tourism destinations with which MMGY currently works. Since our entire client list is travel- and tourism-related, we have provided a selection of destination clients. Should you need additional references or clients, please request and we can certainly provide.



CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
Ann Arbor Area CVB	Branding, Research, Analytics/Planning	1
Bermuda Tourism Authority	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	3
Bloomington CVB	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	7
Cabarrus County CVB	Web Development	7
Costa Rica Tourism	Advertising, Analytics/Planning	1
Destination Cleveland	Advertising (Creative Production), Research & Branding	5
Destination DC	Web Development, CRM, Public Relations, Media	10
Discover The Palm Beaches Florida	Research	1
El Dorado Arkansas Chamber of Commerce	Branding, Advertising, Analytics/Planning, CRM	3
Los Cabos Tourism Board	Strategy, Public Relations, Creative	4
Monterey County CVB	Strategy, Public Relations, Creative	1
Myrtle Beach	Research	1
Nassau Island Promotion Board	Research	1
Outer Banks Visitors Bureau	Advertising, CRM, Analytics/Planning, Social Media	8
San Francisco Travel	Social Media, Advertising	3

CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
San Jose Tourism	Web Development, Social Media, Advertising, CRM, Analytics/Planning, Research	3
Sonoma County Tourism Board	Branding, Advertising, Analytics/Planning, Media	1
South Dakota Department of Tourism	Web Development, Social Media, Digital Media, Brand Strategy, Research, Public Relations	6
Springfield CVB	Advertising (Creative, Media)	7
The Beaches of Fort Myers & Sanibel	Advertising, Social Media, Analytics/Planning, CRM, Web Development, Public Relations	7
Tourism Vancouver	Branding, Advertising, Research	2
Tourism Ireland	CRM, Advertising, Analytics/Planning, Public Relations	2
Traverse City CVB	Advertising, Analytics/Planning, Research	1
Visit Dana Point	Branding	1
Visit Gainesville	CRM, Web Development	7
Visit Kansas City	Advertising, Analytics/Planning, CRM, Web Development, Research	5
Visit Loudoun	Web Development, CRM, Analytics/Planning	5
Visit Oakland	Branding, Advertising	1
Visit Tucson	Web Development, Branding, Research, Advertising	3
Visit West Hollywood	SEO, Media, Branding	1

With nearly 150 staff members across multiple offices, MMGY has structured its teams in a way to give autonomy to specific groups, specific clients or groups of clients. By doing so, we avoid potential workload or project overlap issues. More details on this structure can be provided upon request.

01 ABOUT MMGY GLOBAL

CONFLICT OF INTEREST

We foresee what might be considered one potential conflict of interest in working with the Greater Fort Lauderdale team. MMGY is currently the agency of record for The Beaches of Fort Myers & Sanibel. However as an organization that specializes in the travel and tourism industry, we have addressed these matters before and respect the need for security and firewalls between competing brands and clients, and we are able to satisfy this need through a number of methods:

TEAM AND STAFF ASSIGNMENTS

We will ensure that your team will not work on or cross-collaborate with accounts of similar scope and market competition.

FILE SECURITY

All proprietary information is stored on a secured drive within our server with access rights established by team members.

GEOGRAPHIC SEPARATION

Where needed, we use geographic office locations as an additional separation among teams to avoid conflict of interest. We would plan to base leadership of your account in-destination.

AGENCY BRAND DISTINCTION

MMGY Global operates seven distinct and independent agency brands, some with overlapping marketing services. As needed, we can separate competing brands between two separate agencies.

If the GFLCVB would consider The Beaches of Fort Myers & Sanibel to be a possible conflict of interest we would like the opportunity to discuss these security measure further to ensure complete comfort and compliance.

AGENCY CAPABILITIES §

RESEARCH & INSIGHTS

Our unique insights are the foundation for everything we do. MMGY uses proprietary industry and brand research to identify the habits and preferences of travelers, ensuring your marketing strategies connect with all customer segments.

BRAND DEVELOPMENT

There are two sides to every brand. Whether rebranding or interpreting an existing brand, MMGY uses our own proprietary framework called HEMISPHERES™, which leads to a more imaginative and compelling brand positioning strategy.

CONTENT STRATEGY & DEVELOPMENT

We develop custom content marketing solutions to deliver integrated multichannel strategic storytelling for clients. Our process includes content audits, tactical planning, editorial calendaring, distribution recommendations and creative content development, including but not limited to copywriting, photography and videography.

EXPERIENTIAL MARKETING

We know the importance of a brand's message. That's why our approach to experiential marketing goes beyond raising awareness. It's about elevating a brand – finding creative ways to deliver a brand's message so that consumers care. And that's exactly what we do. Whether it's a big activation or a small event, our in-house team knows how to create the right experience to make the right impact.

PAID MEDIA

We create relationships between our clients and their core audiences by developing 360-degree media campaign coverage across traditional, digital, travel trade, search, social media and mobile placements. We also integrate this plan into all channel marketing strategies.

SOCIAL

Conversations about your brand equal currency in today's multimedia landscape. As part of an integrated online marketing and public relations strategy, we offer complete, scalable, turnkey social media solutions that directly engage with influencers, followers and potential consumers.

MARKETING TECHNOLOGY

We combine creative thinking, insightful strategy and best-in-class technology to deliver online experiences that build businesses and brands. From web design and development to UX design, our services deliver online experiences that are device- and platform-agnostic – because that's what travelers demand.

CRM

As data becomes increasingly important in forming strategy and developing customer relationships, we support this discipline in-house. We integrate and analyze all available marketing data, and we develop customer segments and profiles that allow customized, data-driven contact strategies.

REPRESENTATION

We are the leader in international destination representation in North America. Through our activities, we are continually connecting with travel trade partners and stakeholders to keep our finger on the pulse of what consumers are looking for in their next international travel destinations.

PUBLIC RELATIONS

Our public relations team provides expert strategic counsel for leading travel and lifestyle brands and destinations around the world. Our key areas of expertise include strategic communications planning and implementation, traditional and online media relations, media training, crisis and issue management, and consumer and media event management.

01 ABOUT MMGY GLOBAL

SOUTH DAKOTA DEPARTMENT OF TOURISM - INTEGRATED MARKETING CAMPAIGN WITH MONUMENTAL RESULTS

SITUATION

Since 2013, South Dakota tasked us with stimulating visitation to the state. Known for one of America's most iconic monuments – Mount Rushmore – South Dakota needed increased exposure of the entire state's offerings within drive markets.

ACTION

We leveraged the influence of four presidents in mascot form, ongoing anniversaries and travel stories to start a conversation. Through PR, social media, eCRM, digital media and promotions, we helped establish the entire state of South Dakota as a must-visit destination for family road trips.

Most recently we launched a targeted drive-market campaign in Chicago, Denver and Minneapolis during summer vacation – planning time, paired with a Millennium Park activation featuring a 1 to 3 scale Mount Rushmore. The message was a simple one, from early morning to late at night, unique experiences at South Dakota's iconic monuments and landscapes are open to be discovered.

RECENT CAMPAIGN RESULTS

21% INCREASE
IN WEBSITE VISITS YOY

9.4% INCREASE
IN BOOKINGS

19% INCREASE
FOR NEW WEBSITE USERS

11.1% INCREASE
IN TOTAL TRAVELERS YOY

COMPREHENSIVE RESULTS

\$305,000
IN ADDED VALUE SAVINGS IN
FIRST THREE YEARS

8.8% INCREASE
IN VISITOR SPENDING IN
FIRST THREE YEARS

485% INCREASE
IN VACATION GUIDE GOAL
CONVERSIONS

4.5%
ECONOMIC IMPACT
GROWTH RATE



SOUTH DAKOTA DEPARTMENT OF TOURISM
REFERENCE



GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

South Dakota Department of Tourism

Contact Name: James Hagen Title: Secretary of Tourism Reference date: 02/25/2019

Contact Email: james.hagen@TravelSouthDakota.com Contact Phone: 605-773-3301

Name of Referenced Project:

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

MMGY is our AOR (Agency of Record) for the South Dakota Department of Tourism's digital marketing, social media marketing, email marketing, Public Relations efforts, Out of Home marketing and activations.

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Verified via: EMAIL VERBAL Verified by: Division: Date:

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VISIT KC - PUTTING A DESTINATION ON THE MAP

36% INCREASE IN ROI YOY



01 ABOUT MMGY GLOBAL

VISIT KC REFERENCE



TRACI MOON

Senior Vice President of Marketing & Communications

816.691.3829



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

[Visit KC](#)

Contact Name: [Traci Moon](#) Title: Senior Vice Preside Reference date: [03.08.19](#)

Contact Email: tmoon@visitkc.com Contact Phone: [816.691.3829](tel:816.691.3829)

Name of Referenced Project:

Contract No. Date Services Provided: Project Amount:
[02.16.16](#) to [Current](#)

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Agency of record.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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"On behalf of the Visit KC team, I would like to effectively communicate the strength, trust, respect and successes of our valued partnership with MMGY Global. MMGY's strategic, creative and research-centric standards of excellence have forged our non-traditional partnership vs. client-agency relationship. The foundation of our partnership is derived from our mutual passion for KC and the travel & tourism industry. MMGY's vital research fundamentals and platforms drive our strategies – and results. The insights derived from the research and performance data allow for continual optimization, resulting in efficiencies and elevation of ROI. From the initial agency RFP process, through the evolution to our digital engagement strategy and to date, we are motivated by a strong key performance indicator that MMGY and our team possess yet cannot be trained...passion."

—
TRACI MOON

Senior Vice President of Marketing & Communications

01 ABOUT MMGY GLOBAL

DESTINATION DC - DELIVERING THE REAL DC

RESULT

As the District of Columbia's number one resource for visitors, locals, meeting planners and tour operators, Washington.org displayed an abundance of important travel information. The website design, site structure and content, however, were outdated. The team at Destination DC (DDC) also owned DCCool.com, an inspiring and authentic resource for all things DC. Full of articles, listicles, photo stories and Instagram posts, DCCool.com was everything Washington.org should have been.

ACTION

Utilizing a content-first approach to a new, responsive site combined with a sophisticated tagging structure for editorial content, we set out create a new website experience that would connect with a new generation of Washington, D.C. visitor. We worked to encourage exploration of the destination's 16 unique neighborhoods through an entirely new Neighborhoods section of the site. This section included geographic information as well as neighborhood vibe and attitude, transportation tips and local insights. In partnership with local experts in each international market, we prioritized and translated content into 10 different languages.

In addition to the website redesign and launch, we have worked closely with the Destination DC team on an in-depth content audit and SEO strategy, website personalization, chatbot implementation and most recently a brand new digital media strategy and execution.

RECENT CAMPAIGN RESULTS

48% GROWTH
IN ORGANIC TRAFFIC YOY

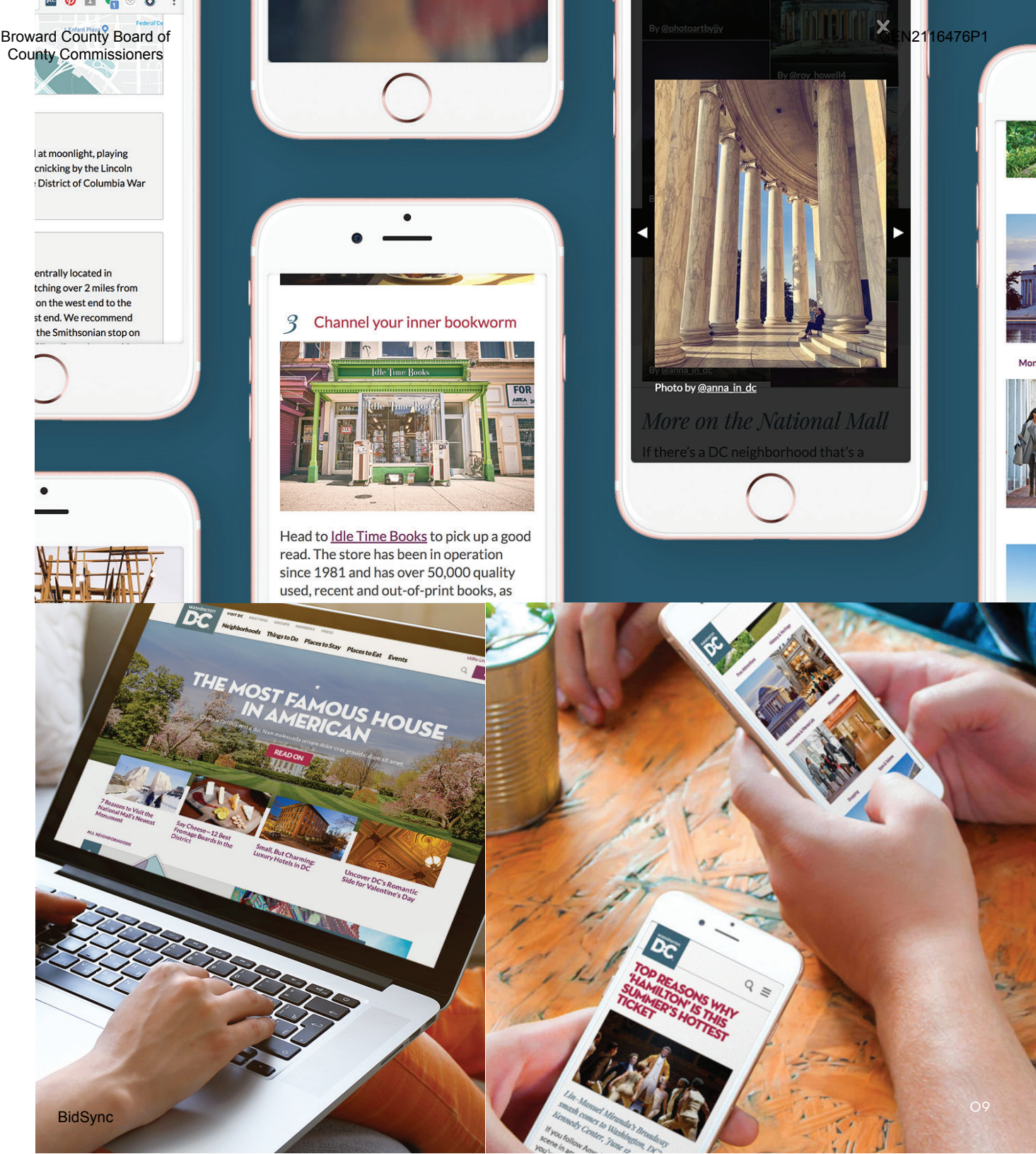
371% INCREASED
TRAFFIC TO LANDING PAGES

25% INCREASE
IN OVERALL SITE PAGEVIEWS

78% GROWTH
TO NEIGHBORHOOD PAGES

1,066% INCREASE
IN GOAL CONVERSION RATE

6% DECREASE
IN OVERALL SITE BOUNCE RATE



01 ABOUT MMGY GLOBAL

DESTINATION DC REFERENCE



ROBIN McCLAIN
Senior Vice President of Marketing & Communications
202.789.7099



Vendor Reference Verification Form

Broward County Solicitation No. and Title:
GEN2116476P1, Advertising Agency Services

Reference for: MMGY Global

Organization/Firm Name providing reference:
DESTINATION DC

Contact Name: Robin McClain Title: SVP, Marketing and Communications Reference date: 02/26/2019

Contact Email: robin.mcclain@destinationdc.com Contact Phone: 202-789-7099

Name of Referenced Project: Media Planning/Buying Services

Contract No. N/A Date Services Provided: August 2018 to Present Project Amount:

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed) Destination DC values our relationship with MMGY Global and what they've brought to our partnership in just six months of working together. We feel MMGY has demonstrated a high level of knowledge and ability in advertising campaign planning, and we look forward understanding the culmination of this work in our annual return on investment study.

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WHAT MAKES US DIFFERENT

While many travel brands have increasingly searched for agencies that specialize in specific marketing channels we believe that true integration and holistic strategy drive greater marketing efficiency, stronger brand awareness and increased visitation results. This is why we have built MMGY Global as a parent company with multiple specialized agencies within our family.

Each of these agency brands within our family specializes exclusively in travel and tourism – enabling MMGY, to leverage these channel-specific experts in a truly integrated way.

We are here to

INSPIRE

We are driven by

RESULTS

*We know one industry better
than any other agency:*

TRAVEL & § TOURISM §



02 STAFFING PLAN

ONE TEAM, TOGETHER

MMGY's fully integrated agency structure was built to maximize the contributions from every channel. Work isn't just handed off from one phase to another; rather, team members overlap as needed to provide diverse channel oversight as ideas progress. This holds true from the very beginning when the Strategy and Insights team collaborates with channel leads in the creative strategy development.

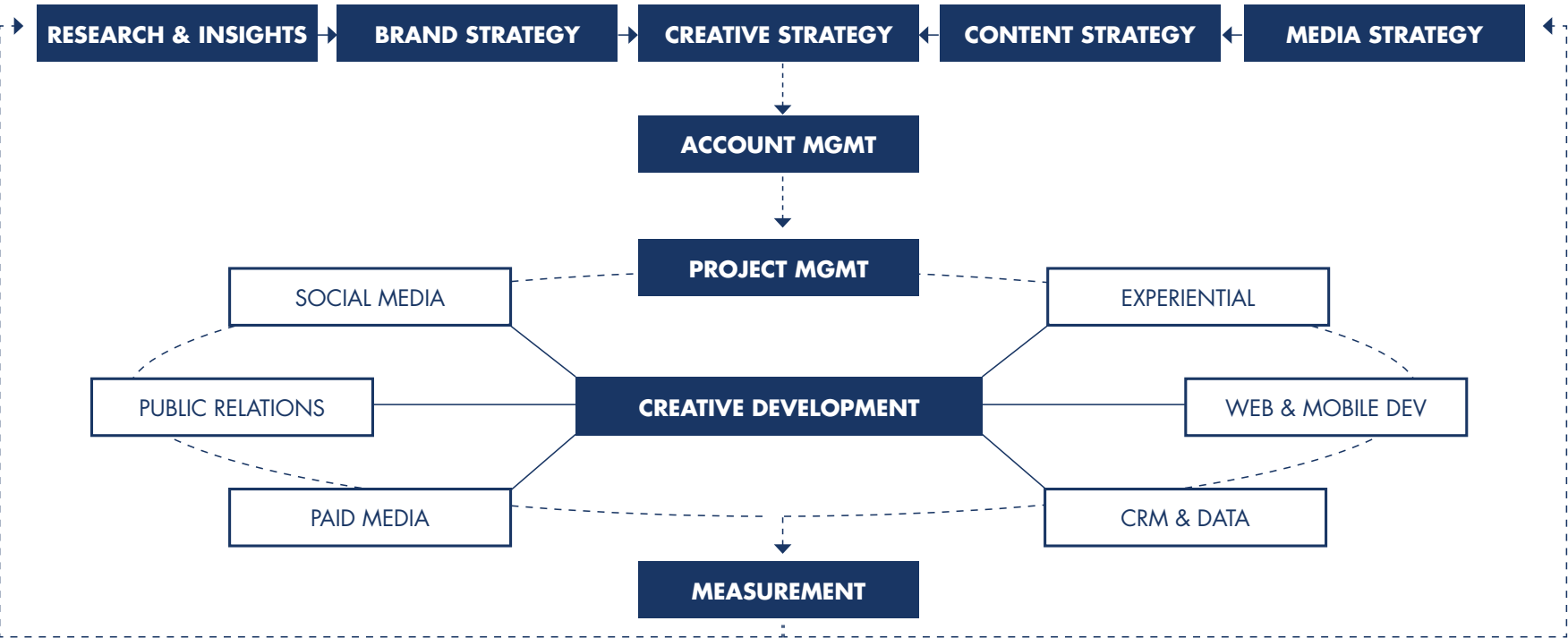
Once the project is kicked off, strategy and planning team members participate in the development of the creative ideas to hold channels accountable for delivering on the strategy, and the creative team stays engaged to support the production of the campaign.

Upon the campaign's launch, ideas continue to be challenged in a more measurable form. These learnings are leveraged to optimize campaigns and develop new ideas that drive the business.

YOUR TEAM

At MMGY, we understand how critical it is to your success and the execution of any project to have a highly dedicated and immersed team. Based on the description of the scope of services outlined within the RFP, we have composed the following best-in-class team.

MMGY's fully integrated agency structure was built to maximize the contributions from every channel.



02 STAFFING PLAN



STRATEGIC LEAD

JESSICA SCHULTZ SVP, Media Strategy

Jessica leads the strategy and execution of MMGY's paid media practice. She leads a team of social and media experts that develop integrated media campaigns with effective results. Jessica has spent 12 years in travel and tourism and has been in her current role for the past year. She has developed strategies for clients including the Bermuda Tourism Authority, Costa Rica Tourism and Destination DC. Jessica received her Bachelor of Journalism from the University of Kansas.



STRATEGIC LEAD

CHRIS DAVIDSON EVP, Insights & Strategy

Chris oversees global marketing strategy for MMGY clients. He has over 20 years of experience in strategic planning, brand strategy and marketing communications. During his tenure at MMGY, Chris has had the pleasure of working with numerous industry leaders in travel and tourism, including Tourism Vancouver, Choice Hotels, Wyndham Hotel Group and Niagara Falls USA. Chris received his bachelor's degree in history at Princeton University and has an M.B.A. from Vanderbilt University.



STRATEGIC LEAD

STEWART COLOVIN EVP, Creative and Brand Strategy

Stewart leads MMGY Global's creative efforts and is responsible for guiding our clients' brands. He has created brands for destinations and hotel companies around the world, including Barbados Tourism Marketing, Inc., Colorado Tourism Office and Visit Santa Barbara. He has been part of the MMGY Global team for more than 17 years. Prior to MMGY Global, he served as international creative director at Dentsu, Inc., Tokyo. Stewart received his Bachelor of Arts from The King's College.



PROJECT MANAGEMENT LEAD

JESSICA LAMPSON, PMP Director of Project Management

Jessica is responsible for creating, maintaining and executing accurate and complete project plans, requirements, budgets, and schedules using industry-standard tools, techniques, and best practices. Jessica leads a team of Senior Project Managers and Project Managers that support the marketing plans of our clients. Client experience includes: Destination DC, South Dakota Department of Tourism, Visit KC, Davenport Hotel Collection, Bradenton Area Convention & Visitor's Bureau, Barbados Tourism Authority and more.



STRATEGIC LEAD

LUCAS COBB SVP, Data Strategy

With 17 years of advertising, direct marketing and interactive experience, Lucas knows what it takes to move consumers to action. Drawing from this and his nine years of experience at MMGY Global, Lucas strategically guides the development of multichannel programs for clients such as the South Dakota Department of Tourism, Colorado Tourism Office, Wyndham Hotel Group and Kampgrounds of America. Lucas received his Bachelor of Journalism from the University of Oklahoma.



MEDIA LEAD

BILL STEINKE Group Media Director

With over seven years of media planning experience, Bill has worked with Visit KC, Visit Houston, Costa Rica Tourism, Sonoma County Tourism, Hawaii Tourism Authority and Los Cabos Tourism. Bill is responsible for delivering insightful, research-based media plans focused on achieving client goals. His experience has provided himself a foundation he can rely on to ensure he meets the needs of his clients. Bill is a graduate of the University of Kansas, from which he received a Bachelor of Science in marketing.

02 STAFFING PLAN



LISA GRAVES

SVP, Client Services

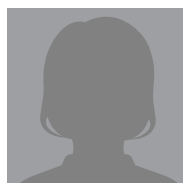
30 years of experience in her role. Clients include Destination DC and Bloomington Convention & Visitors Bureau. She has a Bachelor of Science from Bradley University.



TARA YANTIS

Account Director

7 years of experience. Clients include Destination DC, Canyon Ranch Resorts and Visit Santa Barbara. She has a Bachelor of Arts from Washburn University.



NEW HIRE

Senior Account Executive

MMGY would hire a Sr. Account Executive with in-depth knowledge of the GFLCVB to lead the account team. This individual would be located in our new Fort Lauderdale office space.



MIKALAH MORRIS

Senior Brand Planner

7 years of experience in her role. Clients include Los Cabos Tourism and Costa Rica Tourism. She has a Bachelor of Science from the Art Institute of San Francisco.



BRIAN KLEIN

Senior Business Strategist

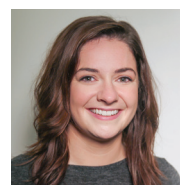
17 years of experience. Clients include Starwood Hotels & Resorts and Knott's Berry Farm. He has a Bachelor of Science from Saint Louis University and a Master of Business Admin. from DePaul University.



CHRISTY VAUGHT

VP, Experiential Marketing & Production

20 years of experience. Clients include Destination Cleveland and South Dakota Department of Tourism. She has a Bachelor of Journalism from Northwest Missouri State University.



SARAH ARNOLDI

Senior Media Planner

2 years of experience in her role. Clients include Costa Rica Tourism and the Outer Banks of North Carolina. She has a Bachelor of Arts from the University of Arkansas.



ALLISON HARBAUGH

Media Coordinator

2 years of experience in her role. Clients include Sheraton Grand Phoenix and Berkshire Hathaway Travel Protection. She has a Bachelor of Science from the University of Kansas.



GERONE NAVARRO

Media AdOps Coordinator

Gerone has 3 years of experience in her role working with clients like Costa Rica Tourism and Visit KC. She has a Bachelor of Science from the University of Kansas.



BRANDON LAYLAND

Social Media Account Supervisor

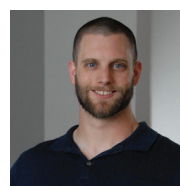
6 years of experience in his role. Clients include Costa Rica Tourism and Paradisus Hotels & Resorts. He has a Bachelor of Science from Brigham Young University - Idaho.



CRAIG PADDOCK

Director of Search

16 years of experience in his role. Clients include Loews Hotels and the Colorado Tourism Office. He has a Bachelor of Science from University of Southern California.



BRANDON PADDOCK

Manager, Search

5 years of experience in his role. Clients include Starwood Hotels and Loews Hotels. He has a Bachelor of Arts from the Academy of Art University, San Francisco.



RICK DUNN

VP, Executive Creative Director

20 years of experience in his role. Clients include Bermuda Tourism Authority and Costa Rica Tourism. He has a Bachelor of Arts from the University of Missouri.



BRANDON SANDERS

Creative Director

13 years of experience in his role. Clients include Bermuda Tourism Authority and Destination Cleveland. He has a Bachelor of Arts from Drury University.



AMANDA COLEMAN

Senior Art Director

16 years of experience in her role. Clients include Bermuda Tourism Authority, Icelandair and Visit KC. She has a Bachelor of Fine Arts from University of Kansas.



DAVE FYMBO

Senior Copywriter

13 years of experience in his role. Clients include Colorado Tourism Office and Brown Palace Hotel. He has a Bachelor of Arts from the University of Illinois at Urbana-Champaign.



ROYA ZAIDI

Proofreader

3 years of experience in her role. Clients include Los Cabos Tourism, Cunard and Princess Cruises. She has a Bachelor of Science from University of Kansas.



KURT HANOVER

Interactive Web Developer

6 years of experience in his role. Clients include Visit KC and the Bermuda Tourism Authority. He has a Bachelor of Arts from the University of Missouri, Kansas City.

02 STAFFING PLAN

FAMILIAR FACES

As part of the MMGY Global family we are lucky to be tightly integrated with our teams around the globe already servicing the GFLCVB account. We're happy to share the following familiar faces that would be part of the integrated account strategic counsel.

DK SHIFFLET

DK Shifflet specializes in syndicated and custom market research exclusively for the travel and tourism industry. Together, MMGY Global and DK Shifflet boast the industry's most expansive and richest historical data, dedicated to providing the highest-quality travel and traveler research. DK Shifflet has provided annual Visitor Profile and Volume and Spending data to the Greater Fort Lauderdale Convention and Visitors Bureau continuously since 2011 and less frequently since 2003.

HILLS BALFOUR

With offices in Europe and the Middle East, Hills Balfour fuses a diverse range of marketing services and expertise to provide a holistic approach to public relations and marketing communications for travel and tourism brands across the globe. Our team connects clients to the most influential feeder markets, travelers and media in the world. Since 2009, Hills Balfour has worked closely with the GFLCVB to increase awareness of the Greater Fort Lauderdale area in the UK market.



DK SHIFFLET

VICKI ALLEN Senior Research Manager

With over 18 years of experience, Vicki is a experienced research manager with a demonstrated history of conducting market research in the travel and tourism industry. She has extensive knowledge of syndicated traveler behavior profiling and volume estimates. Her day-to-day includes constructing quantitative analysis highlighting trends to grow visitation, spending, and market share. She is currently on the Greater Fort Lauderdale Convention and Visitors Bureau account for D.K. Shifflet & Associates.



HILLS BALFOUR

HANNAH NORRIS Sales & Marketing Senior Account Executive

Hannah has worked with the Greater Fort Lauderdale Convention & Visitors Bureau, the Kenya Tourism Board, PROMPERU and the Jerusalem Development Authority. In these roles she has been looking after trade liaison with UK, Irish and Scandinavian operators and agents, training of agents, event planning and management, management of co-op marketing activity, planning and hosting of fams in destination, budgeting and reporting.



HILLS BALFOUR

FREDERICA SOFTLEY Sales & Marketing Account Manager

Frederica has amassed a broad range of experience across a varied portfolio of clients including Qatar, Greater Fort Lauderdale Convention & Visitors Bureau and Jerusalem. She oversees all marketing plans and budgets, working closely with the trade. She is responsible for managing high impact marketing campaigns both online and offline, and has worked on numerous co-operative campaigns with key tour operator partners to promote the destinations she works with.



HILLS BALFOUR

CHARLOTTE FOX PR Account Director

Charlotte has led on a portfolio of accounts, managing the day to day running of the account, ensuring that her client's strategic plans run smoothly and efficiently resulting in high quality coverage. Charlotte has extensive experience in managing markets and large numbers of partners within her destinations. Charlotte is known by clients and media alike for her meticulous press trip itineraries, passion for bespoke and creative pitch content, and her impressive industry black book of contacts which helps towards generating glory coverage and opportunities for her clients.

02 STAFFING PLAN

COUNTY BUSINESS ENTERPRISE (CBE) PARTNERSHIP

Should our agency be selected, we are committed to partnering with a CBE member in Fort Lauderdale for up to 6 percent of the business.

Based on the scope of services currently outlined in this RFP, we have identified Orange Lab Media Group as an ideal partner to support us in campaign photo and video production and co-op materials support. Orange Lab Media Group is full-service marketing agency that specializes in brand campaigns, photo and video production, print production and website development.

It would be our preference to continue vetting potential additional partners with the GFLCVB after the business has been awarded.



ORANGE LAB MEDIA GROUP

KEEL RUSSELL CEO & Founder

Keel Russell is a serial entrepreneur, veteran, speaker, and Co-Founder and CEO of Orange Lab Media Group LLC. with over 5 years of experience in his current role. Keel is responsible for guiding the company's overall direction, new client relations & acquisitions, bid sourcing & proposal writing, the securing of capital funding and the purchasing of any major equipment.



ORANGE LAB MEDIA GROUP

PATRICK SENIOR COO & Marketing Advisor

Patrick Senior has over 5 years in his role as the Co-Founder and Chief Operating Officer at Orange Lab Media Group, LLC., running marketing programs, brand management, and corporate and governmental sponsorships. Patrick is motivated to create generational wealth for his family and community. His compassion allows him to offer generous donations for various underserved populations; with a goal to build and provide affordable housing in third world countries offering locals safe, humble dwellings to call their home.



LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: GEN2116476P1

Project Title: Advertising Agency Services

Bidder/Offeror Name: MMGY Global

Address: 4601 Madison Avenue City: Kansas City State: MO Zip: 64114

Authorized Representative: Justin Farmer Phone: 816.500.5173

CBE Firm/Supplier Name: Orange Lab Media Group

Address: 333 Las Olas Way City: Fort Lauderdale State: FL Zip: 33301

Authorized Representative: Patrick Senior Phone: 866.606.1110

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
TBD			6.00 %
			%
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: [Signature] Title: COO Date: 3/8/19

Bidder/Offeror Authorized Representative

Signature: Justin Farmer Title: VP, Business Strategy Date: 3/8/19

¹ Visit Census.gov and select **NAICS** to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Rev.: June 2018

Compliance Form No. 004



03
OUR APPROACH TO INTEGRATED &
CAMPAIGN SUCCESS



GREATER
FORT LAUDERDALE

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

THE FOUNDATION

WHERE IT ALL STARTS & THE ROLE OF THE CLIENT

There are many critical steps and decision points needed throughout an integrated campaign launch to maximize marketing success. However, none are more vital than the kick-off. The kickoff is the point in the process where we rely on the client to provide clear goals, objectives and direction, which allows us to do what we were hired to do – make a difference.

In return, we believe in 10 non-negotiables that you should demand from any integrated marketing team. The following points are essential to our partnership, and you should expect us to bring nothing less to our client-agency relationship.

1. WE THINK BIG PICTURE.
2. WE PLAY WELL WITH OTHERS.
3. WE COMMIT TO SOLVING PROBLEMS.
4. WE SPEND MONEY AS IF IT WERE OUR OWN.
5. WE KNOW THE BUSINESS INSIDE AND OUT.
6. WE TAKE CALCULATED RISKS.
7. WE FOCUS ON WHAT'S IMPORTANT.
8. WE SHARE SUCCESS AND FAILURE.
9. WE HAVE A PLAN BUT STAY NIMBLE.
10. WE WANT TO KNOW MORE ABOUT YOU THAN YOUR JOB TITLE.

YOUR ACCOUNT MANAGEMENT TEAM

Your account management team acts as stewards of the overall annual client budget, including management of creative, production and media. With a careful eye on daily management, scheduling resources and adhering to timeline our team manages client budgets like they are their own. Some of the processes and tools we use to efficiently and effectively ensure success include:

- Budget tracker with invoice actuals and projections updated monthly
- Media plan approval and modification documentation
- Media deadline and specification grids including fulfillment overviews and partner coordination processes as needed
- Detailed planning, project and production estimates including timelines, tactical management plans, responsibilities, deliverables, and launch or delivery dates

BALANCING THE BUDGET

The account management team works diligently to provide detailed budgets, estimates and plans to guide the collective team in delivering the highest quality output within budget. Working with the internal operations team to establish a clear project workflow, timeline and scheduling through the trafficking system ensures the agency resources are used most effectively and efficiently. Creative problem-solving solutions are considered to meet the client's ultimate goal while maintaining balance within the budget.

A few examples of this include:

- Sourcing on location, local producers to assist and identify the most cost-effective quality sites and local or near-market talent on photo or video shoots
- Full-service video and creative teams working in house to create quick turn, short-run media-specific video assets with unlimited usage rights
- Utilizing our studio production team to provide a more economical solution to print and digital production, versioning, color correction, retouching, print vendor coordination and more

COLLABORATION IS KEY

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick. In this regard, collaboration is vital to the success of any integrated campaign.

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick.

It should be noted that we understand the need to work together, communicate and build mutual respect with teams beyond the GFLCVB team. We will be diligent in building true cross-team collaboration and transparency with other agencies, vendors and partners throughout the destination and make your marketing dollars work as efficiently and effectively as possible.

BidSync



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS – THE FOUNDATION

BEING PREPARED

There is a time when even the best-laid plans have to adjust, sometimes for reasons outside both teams' control. When a crisis hits, we must all be prepared. MMGY is renowned for our expertise in strategic crisis management and communications. We have worked with many destinations and other sectors of the travel industry throughout the entire lifecycle of a crisis. From leading their crisis preparation and planning process to guiding them through issues and dilemmas of various scenarios and escalations in real time, we help them get back on track or put in place a full recovery plan following a crisis.

We've recently worked with Los Cabos Tourism to manage several situations relating to increased crime in the destination as well as CheapCaribbean.com and our Caribbean hotel clients when they suffered damages due to hurricanes and subsequent fires. And, most recently, we assisted the Beaches of Fort Myers & Sanibel during their red tide crisis.

While each scenario is different, our general approach to managing a crisis includes the following steps:

- Immediately assess the situation and gather facts; trigger the activation of the preapproved crisis management plan
- Establish a command center for centralized communications to media and key stakeholders
- Develop a schedule of communication to key stakeholders (website, digital and social media, email)
- Monitor for social media and traditional coverage and tweak messages as developments arise; initiate applicable responses
- Work with officials to develop and implement a post-crisis recovery plan

Our Approach for You

HOW WE GET THERE

At MMGY, we divide our core services into their respective marketing channels. When directed as a cohesive effort, they form something unique – real travel marketing convergence.

To develop the most effective marketing communications for the GFLCVB and to help develop a clear compelling story that engages your target audience and increases your brand awareness, MMGY will employ a multistep, market-tested discipline.

ACTION PLAN

DISCOVER	CREATE	DEPLOY	MEASURE
Brand discovery, immersion onboarding materials	Map insights to plan and develop campaign strategy	Launch campaigns and tactics	Monitor performance and visualize success
<ul style="list-style-type: none">- Research & Market Strategy- Competitive Analysis- Goals + Objectives	<ul style="list-style-type: none">- Communication Strategy- Core Insights Mapping- Creative Brief	<ul style="list-style-type: none">- Set KPIs- Integrated Channel Strategy- Campaign Deployment	<ul style="list-style-type: none">- Data Visualization- Campaign Optimizations- Adjust based on performance



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

FINDING THE IDEAL TRAVELER

We're experiencing a fundamental shift from mass consumption to context and personalization. How the consumer feels and embracing the empathetic mindset is the secret sauce to great results.

We want to base our campaigns on a deep understanding of traveler behavior, not just general travelers. When media plans are developed, they are specifically aligned against all actionable audience indices, including demographics, sentiment and psychographics, and media consumption characteristics.

A major point of differentiation for MMGY is its substantial investment each year in consumer research designed to help clients profile the preferences, priorities and behaviors of their most likely visitor segments.

As part of our engagement, MMGY will provide the GFLCVB with an in-depth profile of prospective visitors to the area.

MMGY's travel insights division will conduct a custom data run to profile your audience of interest, and we will provide the GFLCVB with an executive summary of key findings and recommendations, along with a complete set of data tables comparing GFLCVB's prospect audience with non-prospects. This profile will provide your teams and ours with valuable insights about how these prospects plan and research travel; which websites they visit to do so; how influential children are in aspects of their vacation planning; which lodging, airline and rental car brands they prefer; social media and mobile usage behaviors; demographics; and much more.

In addition, we will offer the GFLCVB access to a senior MMGY research consultant for follow-up questions and queries to ensure the data and analysis we provide is incredibly valuable to your business planning and marketing decision-making throughout our engagement.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

This in-depth profile of prospective visitors, in conjunction with data gleaned from our syndicated research tools, provides us with a deep understanding of where to reach travelers and how to influence their travel decisions. The outcome is an overarching campaign strategy and tactical plan that is specifically focused on the right audience, deployed in the right places and effectively reaches our audience over numerous timely touch points, in turn driving results.

OUR SOURCES

Our proprietary research utilized in planning includes, but is not limited to, the following sources:

PORTRAIT OF AMERICAN TRAVELERS

As a part of the MMGY Global family of brands, MMGY has access to this custom research, spanning 35 years, that studies the interests, motivations and behaviors of traveling Americans.

DK SHIFFLET

As you are aware, DK Shifflet offers our clients access to the industry's most expansive and comprehensive historical database focused on consumer trends, travel intentions, spend levels and patterns, visitor profiles and volumes, geography and brand attitudes, customer segmentation, planning processes and resources, and forecasting.

*travelhorizons*TM

This survey is the only forward-viewing national survey of leisure travel intentions. Conducted every 90 days, *travelhorizons*TM offers an in-depth look at what's to come in travel, versus other research that is based on past travel behaviors.

ADDITIONAL SOURCES

Secondary research utilized in planning includes, but is not limited to, the following sources:

eMarketer: eMarketer publishes in-depth reports, benchmarks, forecasts and thousands of data points on marketing behaviors to better understand consumer behavior and spending habits across all channels and verticals.

GfK MRI: GfK MRI provides lifestyle and audience-level data nationally and regionally. We utilize GfK MRI to understand an audience's media consumption patterns, demographics and psychographics.

Kantar: Kantar delivers specific spend information for print, broadcast and digital media as well as advertising creative samples where available. We utilize Kantar for spot market competitive analysis and to understand share of voice by market.

comScore: comScore matches consumer behaviors and demographics to websites. We utilize comScore to understand how consumer behavior patterns relate to media usage at the site level and for vendor selection.

Scarborough: Scarborough provides audience lifestyle and media usage at a local level. We utilize Scarborough to develop media mix and media plan recommendations and for vendor selection.

SQAD: SQAD provides standardized information for benchmarking and understanding cost per points (CPP) on a spot market basis. SQAD data allows us to understand current market pricing thresholds and negotiate more efficiently with television and radio stations. We utilize SQAD for planning and buying television and radio campaigns.

Nielsen: Nielsen Media Research is a multifaceted company. One of Nielsen's best-known services is ratings data for television viewership and radio listenership. Ratings data provides insight into a stations audience size and composition and ensures markets are purchased at effective thresholds. We utilize Nielsen data in planning and buying television and radio campaigns.

Social Listening: Our social listening platform allows us to get in front of perception and build a baseline for new brand development, assess brand sentiment and monitor conversation in times of crisis and non-crisis.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

AUDIENCE STRATEGY

As we will discuss further in the proposal, it is more important than ever for destinations to identify and personify their core guests. We see evidence that some of this exists with your current defined audiences and realize you will further define these through your work with DestinationNEXT. We're excited to dig deeper and understand how they have been constructed, what other data points define them, and how precise you have been at reaching them. As part of engaging with MMGY, we'd bring to bear our extensive research and data modeling tools to extend your knowledge of the visitors to Fort Lauderdale, to identify precisely where they are clustered and to learn how they like to travel – when, where, why, how and with. Using this knowledge we not only get smarter and more precise in our targeting, but we become hyper-focused in our story pillars, messaging and creative presentation.

IT IS MORE IMPORTANT THAN EVER FOR
DESTINATIONS TO IDENTIFY AND PERSONIFY
THEIR CORE GUESTS.

MARKET ANALYSIS

For a destination like Fort Lauderdale with an international airport and so much ground access from in-state and East Coast corridors, we believe source market targeting should be as varied as the assets tourists seek. This means breaking the media and promotions targeting into buckets not just based on seasonality but based on opportunity and contribution. We'd define these as regional, short-haul and long-haul. Each would receive an appropriate share by season. The concept here is to cast as wide a net as possible while still appropriately focusing on core metro areas. We've seen tremendous long-haul contributions for Florida-based clients from markets like Minneapolis, Cleveland, Pittsburgh, and Denver. And closer in from the Carolinas, Nashville and New Orleans. At MMGY, we are surgical in our planning and have a proven track record for successfully stretching clients budgets further than they ever thought they could reach.

STORY PILLARS

With so many places to explore, this is how you get the most out of your Greater Fort Lauderdale Vacation

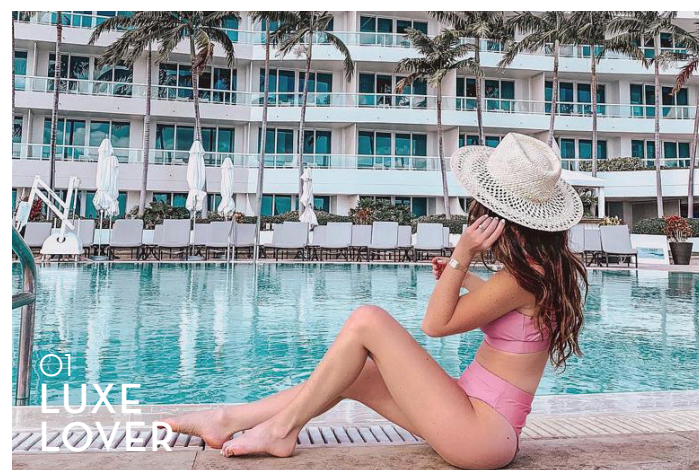
SUN, SAND & SEA – Beaches, Boating, Cruise, Fishing, Sea Turtles, Scenic Highway, Snorkeling, Waterways and more

URBAN PLAY – Shopping, Spas, Museums, Riverwalk District, Hard Rock Live, Nightlife, Casinos & Gambling and more

KEEP IT LOCAL – Local Festivals, Sports, Performing Arts, History, Artists, Mural Project, Local Film/Music/Fashion

CULINARY CULTURE – Dock and Dine, Al Fresco Dining, Craft Brewing & Distilleries, Multicultural Cuisine, Seafood and more

BEYOND THE BEACHES – Everglades Holiday Park, Butterfly World, Botanical Gardens and more



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

CURRENT TRENDS & THEIR POTENTIAL IMPACT ON GREATER FORT LAUDERDALE TOURISM

While trends directly related to tourism are essential to consider while developing an effective marketing plan, we often consider more significant, more consumer-centric trends to be the true for our marketing journey.

SUSTAINABILITY & OVERTOURISM

The challenges of increased tourism are multifaceted, and each destination has its reasons for looking to manage overtourism. Whether the threat is ecological, historical, architectural or financial the impact is always most evident to the residents. Demonstrating to residents that there is a concerted effort to keep the negative tourism impact minimal while growing its benefits is essential to the future of a healthy tourism program.

Moving forward, there should continue to be a focus on educating visitors before and during their visit on ways to minimize the impact they leave behind. And, going forward, creating a platform to inform residents about the experiences supported by tourism, alongside its economic impact, will buoy up the program for the long term.

THE AFFLUENT HOUSEHOLD

The affluent consumer is changing. They are more likely to be married and more likely to live in a household with two income-earning adults. The younger affluent audience represents a much more diverse audience, with 14 percent of affluent Millennials identifying as Hispanic, 12 percent Asian and 7 percent Black.

From our *Portrait of American Traveler*®, we know that nine percent of American travelers are affluent travelers interested in visiting Fort Lauderdale during the next two years. This accounts for nearly 5.1 million households. Approximately 90 percent of these travelers are looking for value for the price. They want to know the money they are spending will deliver the quality of experience they expect and demand. Seven in 10 of these travelers are willing to pay the full price on a vacation, as long as they're guaranteed the quality and service they feel they deserve.

The future of hospitality is all about luxury, given the ability to drive higher rates and more profitability – and the future of luxury is about delivering a unique, more personalized product that justifies the higher rates.

EXPERIENTIAL CULTURE

2019 is the year for the GFLCVB to capitalize on its advantages and be bold. Competition for inspiration and consideration will only get more fierce. Every destination can tout the things they have to see and do. Not every destination can OWN every experience. GFLCVB is an exception. Whether in the summer or the winter, GFLCVB owns the things every traveler wants – beautiful coastline and scenery. Scenic beauty is the number one desirable feature of any destination travelers consider.

For marketing, this means creating and delivering an engaging storyline – one that flows seamlessly through the touch points that travelers encounter. This storyline should convey a personal connection and reaches a potential traveler before they know where they want to go, it should spark inspiration and make a connection that requires further research.

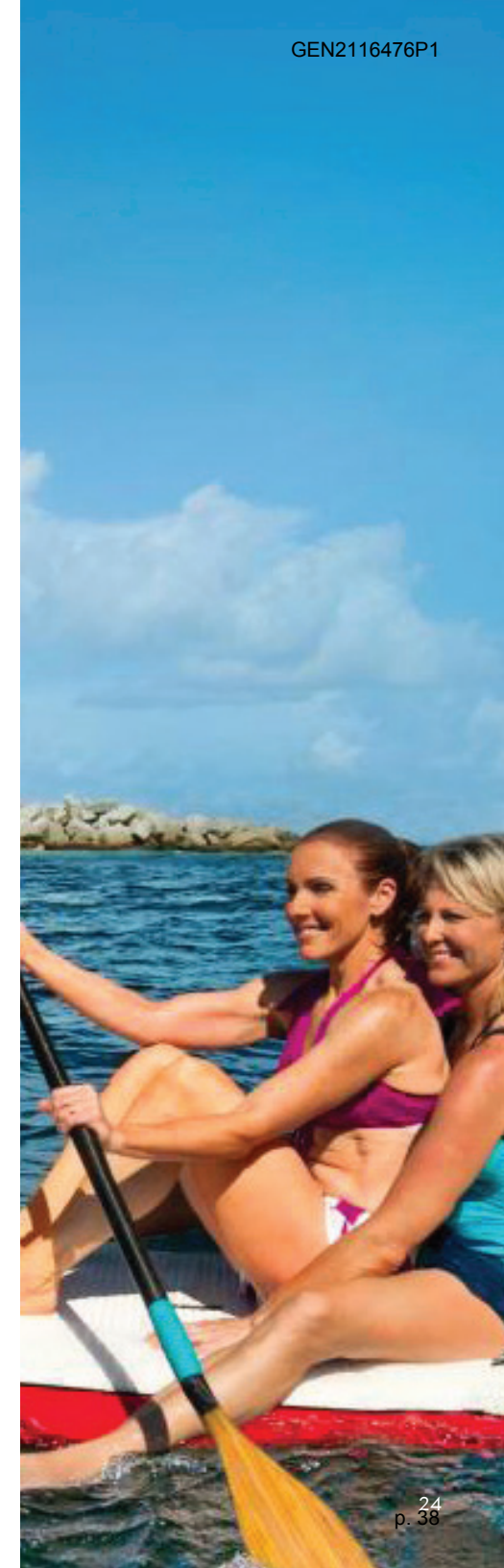
INCLUSIVITY

Inclusive advertising is something many talk about but few can accomplish in a meaningful way. Recent research has shown that inclusive ads are 25 percent more effective and more emotionally engaging than non-inclusive ads.

INCLUSIVE ADS ARE 25% MORE EFFECTIVE AND
MORE EMOTIONALLY ENGAGING.

Our research sites that consumers in general embrace brands that represent them, which they feel “know them.” Our *Portrait of American Traveler*® study discovers that people love to travel to places that “say a lot about them.”

The GFLCVB has already taken significant steps toward putting a more diverse and inclusive image in campaigns. Now is the time to ramp that up even more. We should be delivering on the personal beliefs, intentions and stories that visitors of all kinds seek. Moreover, we should be representing the many elements of a traveler's life that span their stages of living: single, friends, couples, young and old families, retired and empty nesters. These travelers need to know and want to know that GFLCVB knows them, GFLCVB wants them and that GFLCVB welcomes them.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

THE WAY FORWARD

MMGY knows travel. We know what travelers dream about and then what they do. We know how the economics of travel affect a destination, both centrally and distributed. We know that there isn't one way to reach everyone who could, or should, want to visit us. This is why we approach our plans with an awareness unmatched by others in our business.

At MMGY, we're integrated on behalf of our clients. We focus on results. We challenge everything, and our only success comes with the success of our clients. We are committed to producing the most efficient, impactful and inclusive campaign for tourism ever enjoyed by a CVB.

While 53 percent of visitors to Fort Lauderdale are interested in beach and waterfront activities, we know that 36 percent are interested in culinary experiences and 29 percent are interested in shopping. It's important that we continue to drive tourism beyond the beach and drive visitation and activity throughout the county.

36% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN CULINARY EXPERIENCES

29% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN SHOPPING EXPERIENCES

That is why we will craft our strategy and approach to do just that, as well as working to find higher-yielding visitors to increase spend and ROI for the GFLCVB.

To do this, we will:

- Create a brand and subsequent campaign that connects with our travelers on an emotional level
- Meaningfully engage partners in cooperative efforts
- Deliver visitors to every corner of the Greater Fort Lauderdale area

MOVING FORWARD

When moving into the Create portion of our relationship with the GFLCVB, we will be guided by the following four tenants born from our experience and insights.

01
MAKE IT
PERSONAL

02
MAKE A
STATEMENT

03
MAKE IT
INCLUSIVE

04
MAKE IT
FUN

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

BRANDING APPROACH

It is our understanding that the GFLCVB is currently working with DestinationNEXT on gathering valuable research and developing a multiphase strategic and transformational roadmap for the GFLCVB. This roadmap, combined with the invaluable input you'll be receiving from partners, local business and residents, will greatly inform our branding process.



If given the opportunity to work with GFLCVB to develop and define the destination's identity and future brand in addition to the advertising campaign work, MMGY will use our multidimensional process called HEMISPHERES™. This proven process leads to a more imaginative and compelling positioning strategy for your destination.

HEMISPHERES™ is a process that carefully considers the input of various stakeholders throughout your destination. We do not consider the personality we create to be simply a brand for tourism. Rather, it becomes a unifying identity for all of the Greater Fort Lauderdale area. Thus, tourism stakeholders, business stakeholders and residents all have a connection to the brand that they effectively and consistently communicate to their respective audiences. We create brands that transcend language to create a deeper cultural understanding of the destinations we represent.

WE BELIEVE THERE ARE TWO SIDES TO EVERY BRAND.

One side of the brand is based on facts and figures, while the other deals solely with feelings. While most agencies tend to focus on one, MMGY has created the travel industry's first process that brings both sides together – the rational and emotional needs of travelers.

Just as each side of the brain controls different functions, HEMISPHERES™ divides the process into two phases: Brand Analysis and Brand Architecture.

HEMISPHERES™ DELIVERABLES

The HEMISPHERES™ process would result in the following deliverables for the GFLCVB brand:

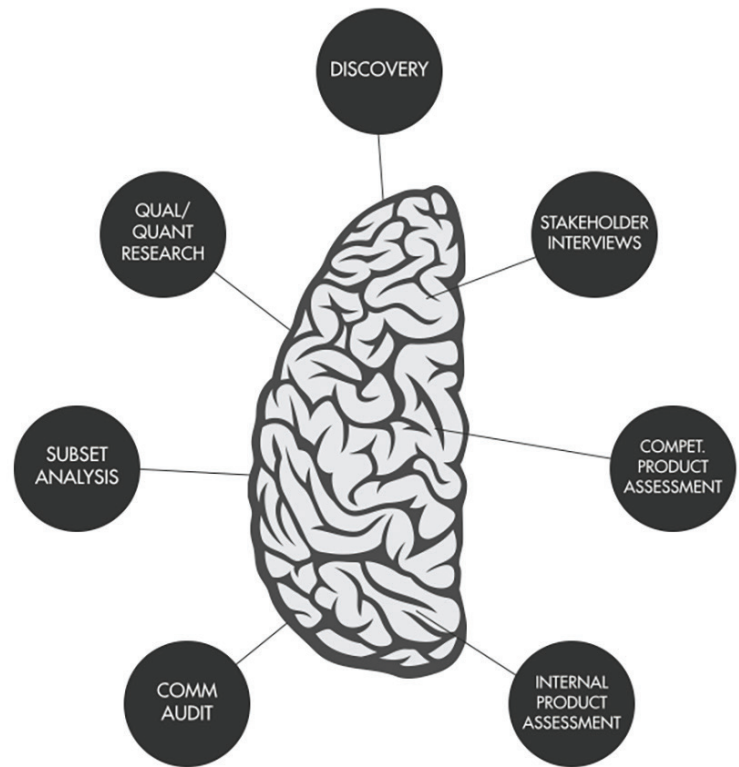
- Stakeholder interview summary insights
- Competitive positioning analysis
- Perceptual map(s)
- Summary brand insights
- Positioning statement
- Brand essence
- Brand values
- Brand promise
- Brand experience
- Brand voice
- Brand video anthem
- Brand bible

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 - CREATE

BRAND ANALYSIS

During the Brand Analysis portion of our process, we first collect and analyze the facts and data related to the Fort Lauderdale tourism experience. This discovery includes a review of all relevant background materials, stakeholder interviews, competitive landscape, product assessment and more. Brand Analysis can be separated into four primary stages: Discovery, Stakeholder Interviews, Competitive Analysis and Audience Research. Depending on the extent of the DestinationNEXT research, this phase might focus primarily on stakeholder interviews.



BRAND ANALYSIS KEY MILESTONES

DISCOVERY

- Review of primary and secondary research specific to domestic travel, markets, customers and channel partners
- Discovery briefing session and familiarization visit to the Greater Fort Lauderdale area

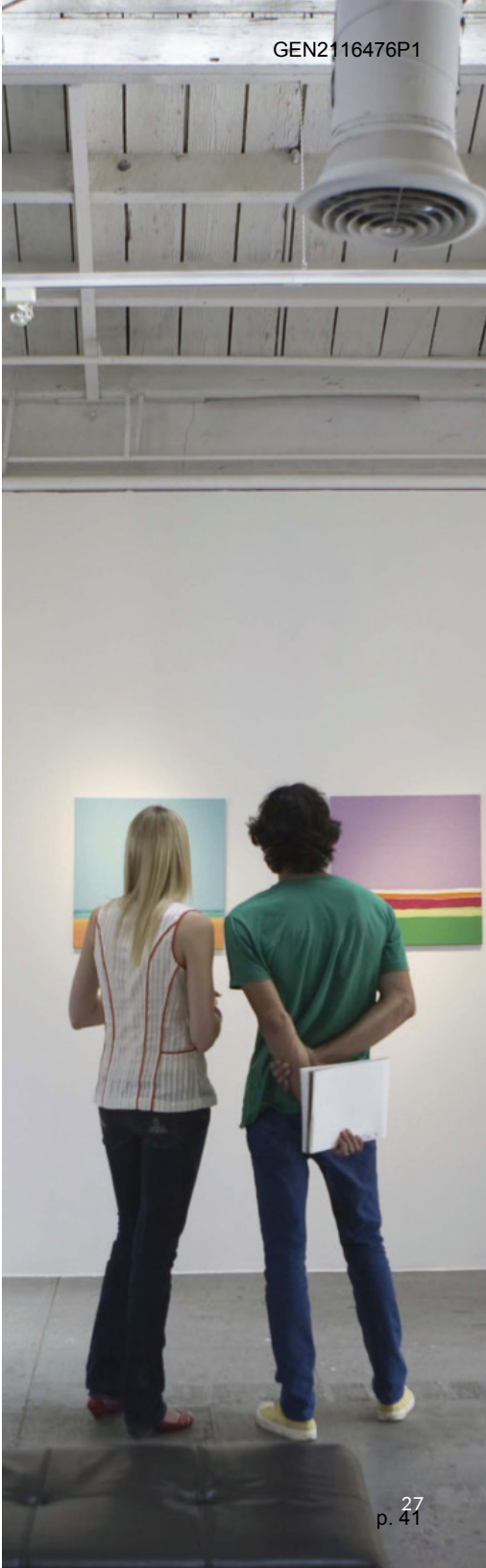
STAKEHOLDER INTERVIEW

We conduct a series of individual and/or group interviews with key stakeholders to learn about your brand values, current perceptions of the destination experience and relevant audiences, as well as how stakeholders wish for it to be perceived. During these interviews, we will also gain input about your biggest challenges, competitive positioning status and your most compelling opportunities.

ASSESSMENTS & AUDITS

We conduct a number of assessments and audits in order to fully analyze your brand's current identity.

- Competitive destination review and analysis
- Visitor experience audit
 - Signage and messaging
 - Sense of arrival
 - Destination personality and consistency
- Communications audit
 - Advertising
 - Press releases
 - Website
 - Collateral



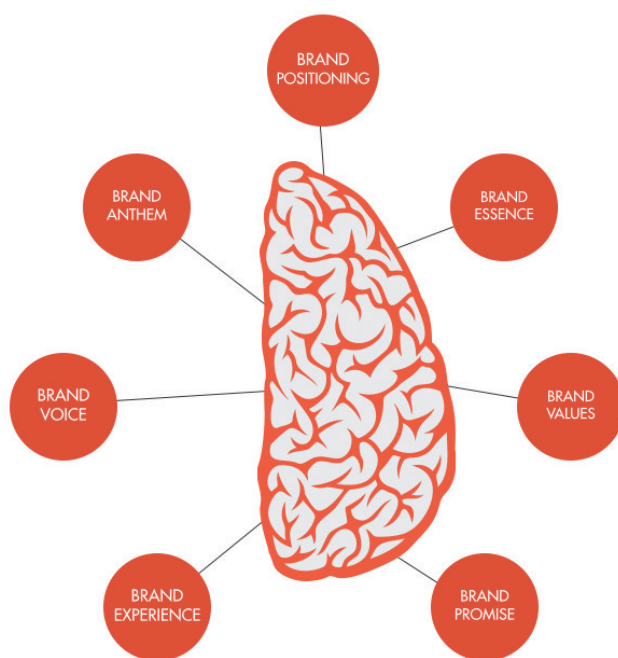
03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

YOUR BRAND ROADMAP

Once our initial Brand Analysis is complete, we will build a roadmap for the Greater Fort Lauderdale Convention & Visitors Bureau to move forward. This architectural platform includes a positioning statement, brand essence, brand values, a brand promise, a description of the brand experience and a brand personality or voice. It also features a brand anthem that brings the brand to life through imagery and music to tell its story in a more emotional way.

We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills. At that point, the right brain takes over, and your brand begins to come alive.



BRAND ROADMAP KEY DELIVERABLE

POSITIONING STATEMENT

Your positioning statement will be structured into four distinct sections:

1. The core audience with whom your brand needs to resonate
2. The very nature of what your destination's identity offers
3. The relevant and compelling point of differentiation
4. The motivating benefit to your audiences, employees and stakeholders

BRAND ESSENCE

The Brand Essence is a distillation of your positioning statement. It is not a tag line or a slogan, typically, but rather a succinct word or phrase that powerfully captures the unique benefit your personality conveys every time your audience comes in contact with it.

BRAND BIBLE

This is your brand compendium, explaining all phases of the brand architecture – a valuable book for anyone who comes in contact with the brand, including staff, partners, vendors, etc.

OUR CREATIVE PHILOSOPHY

We inspire people to go places. And when you're a source of inspiration, you have the power to make great things happen.

QUESTION EVERYTHING.

Inquiry lies at the heart of truly impactful creative. We're in the business of providing new solutions to old problems. Success doesn't follow the status quo.

RELISH TENSION.

In order to solve problems for the people we inspire, we must embrace their problems.

BE HUMAN.

Yes, we have a lot of data. But we'd be so wrong to just stop there. We make it our mission to use data to deeply understand the lives of the humans we set out to inspire.

"We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills."

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

THE CITY OF CLEVELAND - OVERCOMING AN IDENTITY CRISIS

RESULT

Ever since its river caught on fire in the late '60s, the city of Cleveland had become the punch line to seemingly every joke. In addition to a steady economic decline, their sports teams hadn't won a championship in years, and they were always near or at the top of the list of the nation's most miserable cities. MMGY was tasked with rebranding Cleveland to overcome its identity crisis.

ACTION

Originally, we were asked to build a brand around "Cleveland Rocks." After talking with numerous stakeholders and potential guests, it was clear that while "Cleveland Rocks" was well-known, it had lost relevance. It would take more than a tag line to overcome the challenges that the city faced.

The new brand focuses on Cleveland's attitude, not its assets. The initial social campaign was designed to make Clevelanders a part of the brand, along with the introductory print, television, digital and Twitter campaign that celebrates how Cleveland has never been a place for people who follow the herd. A new logo identity, photography and video assets were created to match the new brand and attitude.

CAMPAIGN RESULTS

2016 REPUBLICAN NATIONAL CONVENTION HOST CITY

USA TODAY CITED THE CITY'S NEW ATTITUDE AS ONE OF THE FIVE REASONS WHY IT WON THE RNC

BEST IN SHOW ADRIAN AWARD

AS WELL AS A NUMBER OF ACCOLADES FROM PUBLICATIONS SUCH AS *THE NEW YORK TIMES*, *TRAVEL+LEISURE* AND FODOR'S TRAVEL AS A DESTINATION OF CHOICE IN 2015

23% INCREASE
IN INTEREST TO VISIT

3.7% INCREASE
IN VISITORS TO CLEVELAND



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

HOW WE CREATE A STRATEGIC ADVERTISING CAMPAIGN

Once we have a sound brand foundation and position we move into creative campaign development. Our creative inspiration is born from insight, and we believe insight should come from a data-led strategy. Using our proprietary research and the secondary research tools we subscribe to, our strategy team works in tandem with our planning and creative teams to derive key actionable insights that lead to our core strategic ideas.

Our campaign planning process maps out the following four categories:

- Consumer
- Culture
- Competitive
- Product

While the core idea is not meant to be a consumer-facing line, the core idea is the “red thread” that lives throughout our work. It pushes our teams to bigger ideas, and it holds us all accountable to ensure our work stays true to our strategy and our brand. This core strategic idea feeds into our creative campaign brief and subsequently our campaign concepts.

Good strategy lives at the intersection of business and creativity.
When we understand and break down the business needs, we can
find a true ownable opportunity to drive our core strategic idea.

CONSUMER

- Who is our audience?
- What do we know about them?
- What is their perception of our brand?
- What motivates them?

CULTURE

- What is happening culturally that is relevant?
- What is happening in the news?
- What is happening within the industry?

CORE STRATEGIC IDEA

COMPETITIVE

- What is the competitive set doing?
- What trends can we derive?
- What messaging are they using?
- What white space can we own?

PRODUCT

- What broader category are we playing in?
- Who is disrupting the space?
- What are the brand knowns?
- What is the product experience?

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

BERMUDA TOURISM AUTHORITY - SOLVING A BRAND MYSTERY

RESULT

In 2015, the island of Bermuda realized their value proposition was unclear. They had fallen off the radar and were no longer a part of the conversation when people were considering travel destinations. Working closely with the Bermuda Tourism Authority, it quickly became our mission to find out why and to do something about it.

ACTION

Our HEMISPHERES™ branding process helped uncover critical insights about the brand. The result was new brand messaging that embraces Bermuda's mysterious allure, utilizing the concept of "Out Here" to help travelers connect to Bermuda's amazing mix of people, cultures and one-of-a-kind mystique.

The new brand was introduced in television spots during the Oscars as well as fully integrated marketing efforts inclusive of newspapers, magazines, out-of-home, and digital and social media. All media ran in national and regional outlets and was targeted to specific traveler personas in Bermuda's core feeder markets.

CAMPAIGN RESULTS

In its first year this campaign reached 53% of long-haul travelers in the ad markets selected (which translates into 11.7 million people) and contributed to a 15.5% increase YOY in U.S. travelers to Bermuda in 2016. And after focused efforts to draw in a younger demographic, 83% of the increase was travelers the age of 45.

The brand and our advertising efforts continue to drive interest, engagement and travel to Bermuda today. Overall, 2018 leisure air arrivals increased by 11.7% YOY and leisure spending has increased by 28%.

15.5% INCREASE
IN U.S. TRAVELERS TO BERMUDA

24,000 NEW TRIPS
TO BERMUDA FROM CANADA

\$17.1 MILLION
IN VISITOR EXPENDITURES

\$12.50 ROI
IN VISITOR SPENDING



DEPLOYING EFFECTIVE & EFFICIENT MEDIA

Reaching the ideal audience to build incremental, high-value visitation to the Fort Lauderdale area isn't about casting a wide net or trying to reach anyone and everyone. In this increasingly data-driven marketing environment, finding the right visitor to deliver the best return is about being precise and purposeful using addressable targeting tactics. Our proprietary data management service, called Terminal, empowers us to do this for our clients.

Through the combination of our custom first-party database of known travelers collected and refreshed monthly by DK Shifflet, the enrichment provided by Experian, and the insights obtained through the analysis of our clients own data, Terminal supports the creation of highly defined and refined prospect audiences. Audiences constructed to best represent the highest potential valued visitor. In addition to the audience definitions and details uncovered through Terminal, we also gain guidance for creative and messaging, and the ideal media for reaching them.

MMGY designed a best-in-class solution for identifying, targeting and converting travelers into customers for our clients. This product is called Terminal and consolidates first-, second- and third-party data sources into actionable and addressable audience clusters.

In the end, we know who we want, what they would respond to and how to reach them.

AUDIENCE-CENTRIC APPROACH

Our commitment to providing deep expertise and guidance across all travel consumer touch points provides a competitive advantage to our clients. As the media landscape continues to evolve, MMGY stays ahead of the trends by focusing on research and real-time data analysis to make educated marketing decisions that create measurable results impacting visitation. We, with your specific objectives in mind, filter in travel and usability insights from our proprietary research and choose the right execution to fit your needs.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

OUR MEDIA BUYING PHILOSOPHY

Once overall budget is approved, the team creates a detailed brief outlining the KPIs and targeting parameters of the media campaign to ensure all vendors are informed of the expectations of the campaign. After thorough negotiation of vendor proposals, we pick the top partners and move forward with appropriate tracking methods (with a heavy focus on tracking digital channels) to ensure measurement.

For digital placements, we use third party tracking. MMGY is able to track from initial exposure through conversion, allowing for continuous optimizations to take place throughout the campaign for increased efficiencies. We leverage our industry partnerships to buy media placements that can easily be canceled or shifted within reason. The result is a fluid and nimble media buying process that evolves over the life of the campaign to maximize return on investment based on metrics and KPIs.

Successful media partnerships rely on the following:

LEADING WITH DATA

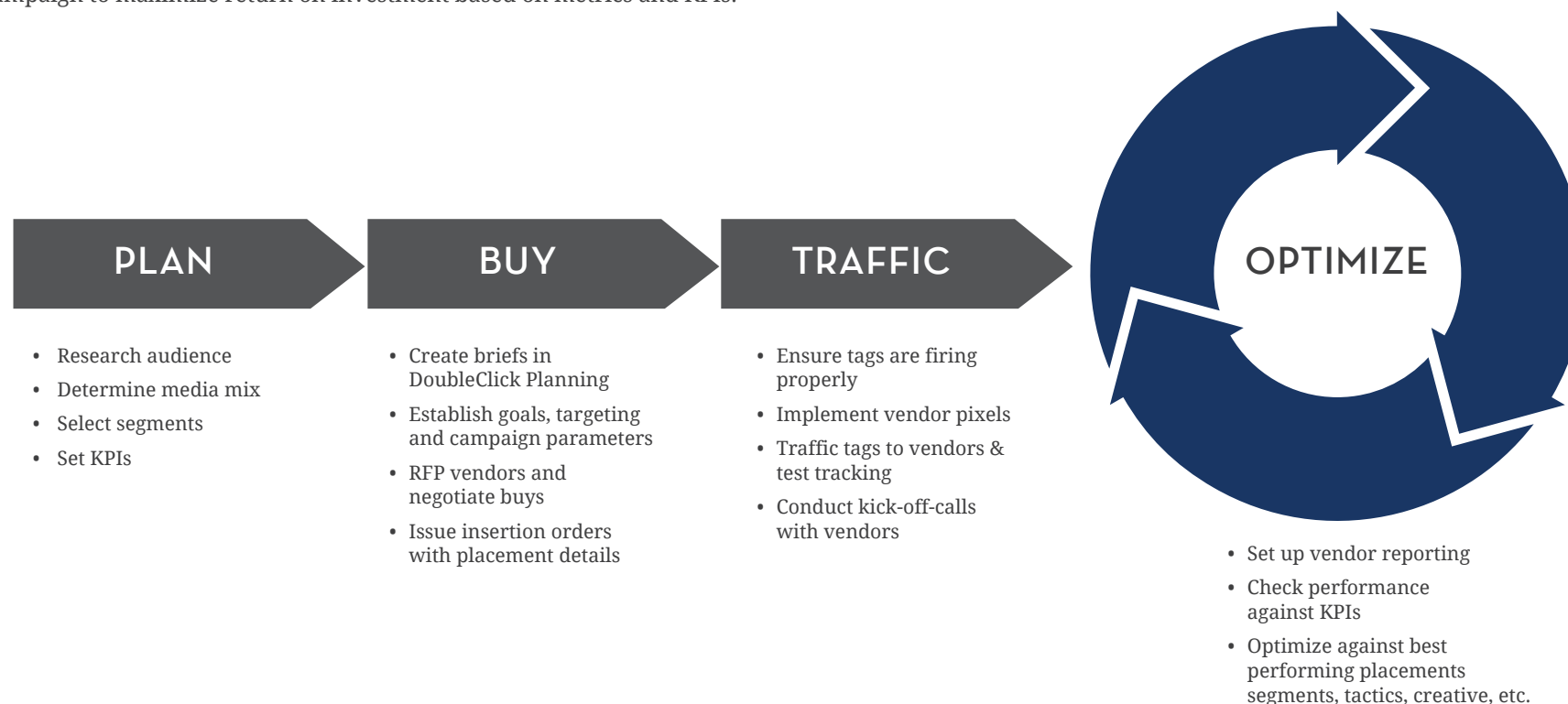
Use research to inform consumer decisions and shape media mix.

LEVERAGING VENDOR RELATIONSHIPS

Our teams have increased buying power, travel experience, and exclusive access.

MEASURING WHAT MATTERS

Together, we must commit to successful, measurable KPIs.

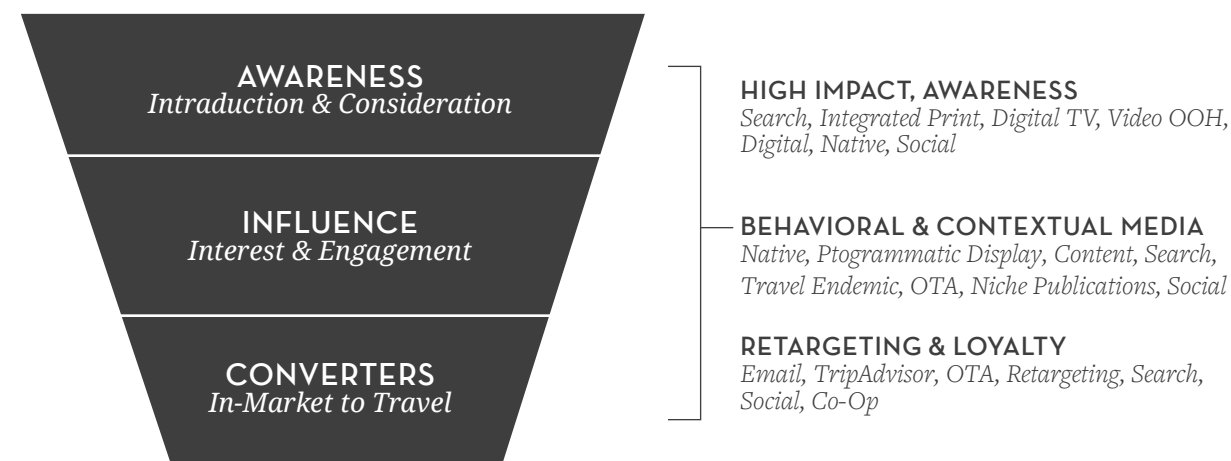


03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 - DEPLOY §

PURPOSEFUL PLANNING & FULL-FUNNEL APPROACH

While we know in today's cluttered landscape, there is no clear linear path to visit, but there is a consumer journey that allows us to ensure we are purposeful with our media to align with the need of the consumer during that journey. This approach enables our media and our media vendors to have a clear focus of targeting efforts and tactics to ensure we don't oversaturate the same person with the same message and, instead, we're changing our message and medium based on where they come in during their planning cycle. Not only does this make the messaging more relevant, but it also allows us to ensure we don't buy against or cannibalize ourselves with the same data, resulting in raised CPMs. By untangling the media, we have a clearer view into each phase and the expected KPIs associated with each phase and the proper weighting according to function. This way, we don't expect Expedia to deliver a low CPE on the website when their purpose is to get bookings, nor do we expect a top-of-funnel ad to drive visitation but instead we look at how it helped other vendors drive that traffic.



THE IMPORTANCE OF DIGITAL MARKETING

In today's marketing landscape, consumers are turning to multiple sources of information, influence and inspiration. Gone are the days when our media strategies could rely on a linear purchase funnel. Instead, consumer purchase paths look more like the flight of a bumblebee. Finding the right consumer in the right moment has never been more important.

There is a sea change underway in how media is consumed and distributed in our evolving world. While high-inspiration broadcast and traditional print venues still play an important role in destination marketing, new digital platforms continue to provide new opportunities to target travelers in customized and personal ways. Vendors have access to the same inventory, what differentiates MMGY is how we leverage different data segments and the data sources we use to create unique use cases and opportunities.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

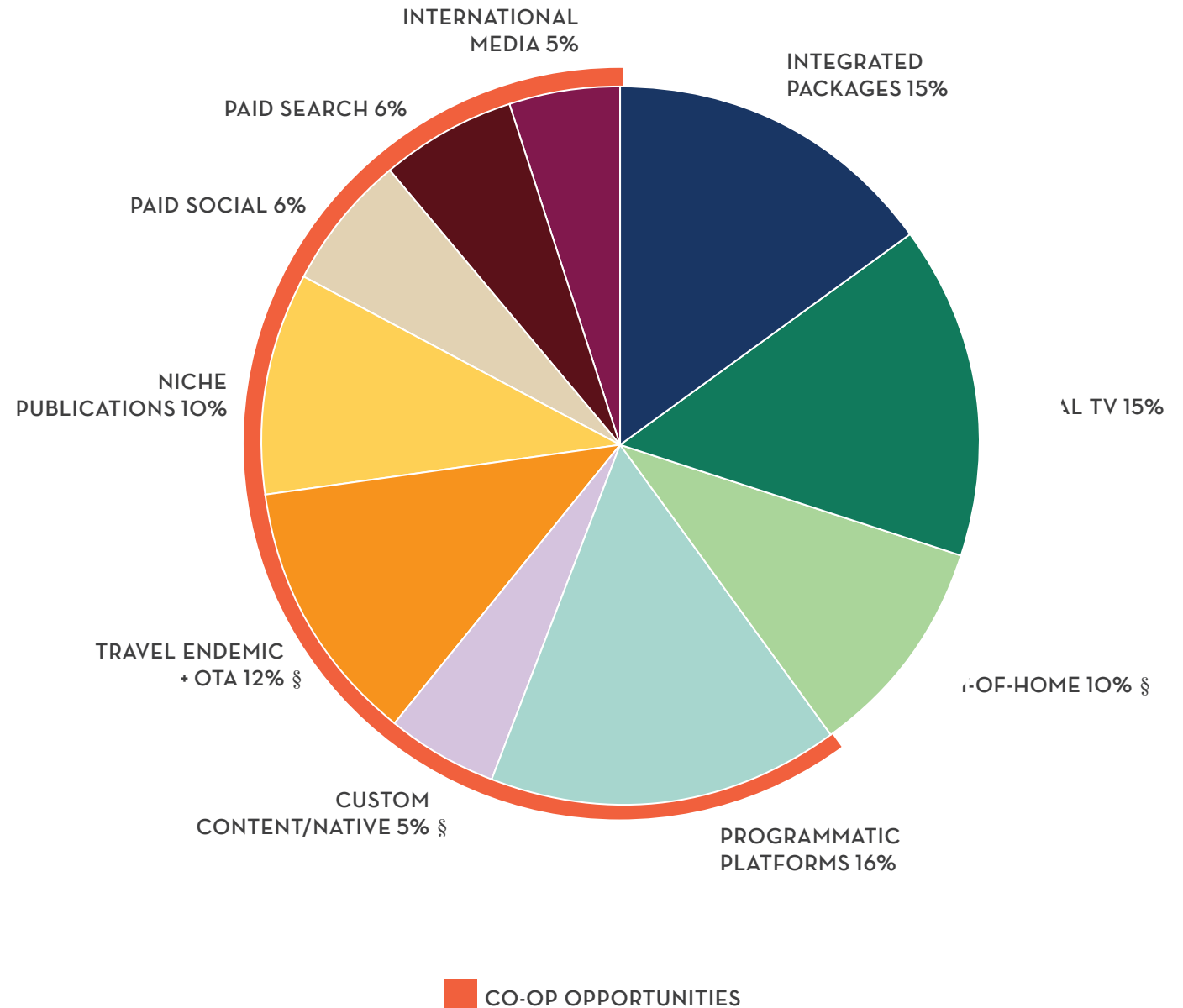
STEP 3 - DEPLOY

CREATING A MEANINGFUL MEDIA PLAN

This \$4 million sample media plan shows our initial thinking about a 2020 plan for you based on our research. Our long-standing experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when planning and buying media:

- Deep knowledge of the actions a travel consumer takes before, during and after their trip
- Insights into the nuances of travel industry trends that can profoundly affect our clients' marketing goals
- Proprietary foundational research that provides us with robust and methodical data
- Syndicated research subscriptions that deliver audience insights on media consumption, demographics and psychographics
- Preferred relationships with travel industry publishers and partners, which result in:
 - *Unmatched efficiency of our rate structures with these vendors*
 - *The opportunity to execute first-to-market media programs*
 - *Established historical performance data on which to base key performance indicators*
 - *Added value above and beyond standard*

Once working together we would want to do an extensive audit of the existing media plan for the GFLCVB, however, at initial glance, we believe there are many efficiencies that can be made across medium and audience. Our focus is to look at the top mediums that align with our destination partner needs and then craft a performance based plan to best reach our target audiences. Instead of working with every publisher, we isolate those that best index through research with your target and create plans for maximum reach and frequency tied both broad based media and targeted digital together.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

INTEGRATED MEDIA

Media usage is simultaneous. Travelers are frenetic in their decision-making and use numerous sources when planning travel. Traditional media opportunities identified are layered into surround sound 360-degree campaigns to increase scale and achieve fully integrated programs. MMGY collaborates in tandem with our clients and publishers to create a package with print, digital and social extensions. Off card rates with added-value extensions are very typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included and ensure we extend our brand through the voice of our partners.

DIGITAL TV

The ways in which we can reach a consumer via TV in today's landscape are far greater than linear TV. Advertisers now have the option to buy via connected TV, addressable TV, advanced TV and connected TV. All which allow us as advertisers to serve over the top (OTT) video with the ability to reinforce the brand while a consumer is multitasking and watching from multiple devices. Comscore's State of OTT study in 2018 noted 59.5 million homes used OTT devices to connect to TV in a cord-cutting scenario, which equates to more than 63% of all homes with Wi-Fi. That is a 17% increase YOY. We must continue to adapt our media strategy to align with the changing consumer behavior.

59.5 MILLION HOMES USED OVER-THE-TOP
DEVICES TO CONNECT TO TV IN A CORD-
CUTTING SCENARIO.

The ability to reach TV viewers digitally allows us as advertisers the ability to mirror TV targeting online with additional third-party data and contextual targeting layered in to reach viewers in the right mindset at the right time. The shift in strategy has allowed us to move beyond standard TV demographics to target key audience attributes, makes us smarter in how we reach our key audiences.

OUT-OF-HOME & MOBILE

Out-of-home (OOH) opportunities are advancing as the in-market advertising landscape changes. Outdoor boards and transit wraps are still efficient, high-impact tools available for successful distribution, especially when placed in ZIP code locations that over-index for Greater Fort Lauderdale potential audiences. However, a wide range of new opportunities with digital OOH, non-traditional OOH and proximity-based mobile targeting are creating opportunities to reach travelers in new ways.

According to the Nielsen and Outdoor Advertising Association of America 46% of consumers search for a brand after seeing an out-of-home advertisement. MMGY deploys a variety of tactics to ensure accurate location targeting paired with OOH. Methods include latitude and longitude, Wi-Fi and IP addresses. Location-based data is used to inform marketing decisions and build audience profiles. Geo-fencing high-end shops, restaurants, venues, neighborhoods, etc. will identify affluent consumers with a propensity to travel.

46% OF CONSUMERS SEARCH FOR A BRAND
AFTER SEEING AN OUT-OF-HOME AD.

PROGRAMMATIC CROSS-DEVICE

Programmatic is no longer just a buzzword; it is the idea of buying media based on a foundation of data-informed decisions. Data is the future of how media will be bought across all channels and is not slowing its pace. We consider this both travel programmatic with vendors such as ADARA and Sojern, as well as general programmatic buys with partners such as Diligent, Conversant, Amobee and Quantcast. Targeting is inclusive of first-party client data, MMGY's Terminal data and third-party data to create behavioral, contextual and geographic profiles.

We know that using multiple devices to research and book travel is now becoming an inherent behavior among travelers. Each consumer uses an average of 3.4 devices, and more than half of all purchases take place across multiple devices.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CUSTOM CONTENT & NATIVE

Consumers are 12 times more likely to prefer a native ad versus standard display, according to MediaPost. While a mix of both is important for reach, native is an important part of the media mix to expand the voice of the destination through trusted publisher partners.

MMGY utilizes content partners to distribute both editorial-style and in-page information to hit target audiences in an authentic way. We partner with media vendors such as TripleLift that have cross-device platforms that provide advertising formats like editorial copy, video and expandable units, all within relative content environments. MMGY's media team works closely with our creative team to develop strategic native advertising campaigns either by repurposing relevant editorial content or creating new content, depending on the initiative of the campaign and client.

CONSUMERS ARE 12 TIMES MORE LIKELY TO PREFER
A NATIVE AD VERSUS STANDARD DISPLAY AD.

TRAVEL ENDEMIC & OTA

Given MMGY's focus in the travel vertical, we have close partnerships with travel endemic sites such as TripAdvisor and OTAs. These relationships lead to early access to innovative products, custom packages and an immediate understanding of what works in the travel space. Buying destination targeting in addition to origin ensures we're finding hand-raisers with interest in specific market properties outside of the identified feeder markets.

BUYING DESTINATION TARGETING IN ADDITION
TO ORIGIN ENSURES WE'RE FINDING HAND-
RAISERS WITH INTEREST IN SPECIFIC MARKET
PROPERTIES OUTSIDE OF THE IDENTIFIED
FEEDER MARKETS.

NICHE PUBLICATIONS

We understand there are specific audiences that are important to the strategy of and visitation to Fort Lauderdale. We prefer to look at audiences as part of the messaging strategy versus as specific media, but do understand there are times to look at interest segments and those niche publications that could include audience-specific messaging, such as weddings or LGBTQ but also interests that are native to the destination such as water activities, golf and culture. Where possible, we would look to layer in programmatically based on content, behavior and interest to then pick top publishers and focus those efforts like we would for the integrated packages.

WE PREFER TO LOOK AT AUDIENCES AS PART OF
MESSAGING STRATEGY VERSUS SPECIFIC MEDIA. §

INTERNATIONAL MEDIA

MMGY has a network of companies that can assist with buying in specific global markets. We leverage our existing media partnerships to extend reach where applicable digitally for efficiencies and then work with our local partners on nuances of consumer behavior in international markets. Because of our extensive destination experience, we have extensive knowledge working with international partners and co-ops like Brand USA to extend our destination brand messaging internationally. We would expect to have the same level of transparency and collaboration with all international partners as we already do with our colleagues at Hills Balfour.

WE WOULD EXPECT TO HAVE THE SAME LEVEL
OF TRANSPARENCY AND COLLABORATION WITH
ALL INTERNATIONAL PARTNERS AS WE ALREADY
DO WITH OUR COLLEAGUES AT HILLS BALFOUR.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

LEVERAGING VALUE-ADDED OPPORTUNITIES

No one is more focused on programs that drive results for the travel industry than MMGY. Our extensive experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when plan and buy media.

Preferred relationships with travel industry publishers/partners, which result in:

- Unmatched efficiency of our rate structures in these media
- The opportunity to execute first-to-market media programs established historical performance data on which to base key projected

MMGY has built partnerships across the industry with publishers like *Travel & Leisure*, *Condé Nast Traveler* and *Afar*, who offer flexible and customized solutions for our destination clients.

We would collaborate in tandem with GFLCVB and these publishers to create a package with print, digital and social extensions. Off-card rates with added value extensions are typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included.

These custom programs will enable the GFLCVB to:

- Tap into Preferred vendors' audiences across all channels, including magazine, digital (desktop, mobile, social) and video
- Reach experience-seekers known to be brand loyal
- Create awareness while driving interest and intent back to sunny.org
- Drive scale and awareness through press and media coverage extensions



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CO-OP ADVERTISING SUPPORT

MMGY has extensive experience in crafting customized co-op programs that provide an opportunity to engage a destination's industry partners at all budget levels. We will make opportunities available within travel endemic sites like TripAdvisor that typically have a prohibitive cost of entry for smaller-budget marketers. We would also recommend running data programs utilizing our Terminal product that will be tailored to each partner based on the audience alignment and category need. As you will see in our media mix, we believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.

Additionally, our teams will be available to help educate and sell these programs through to your industry partners. We have the ability to help organize, execute and present at an in-destination co-op fair for all partners to learn of the program opportunities. Whether an in-destination presentation is required or not, MMGY has experience providing a presentation kit to help sell the co-op program to partners, outlining the strategic approach, details around materials required from the partners, deadlines for participation and pricing of each opportunity.

MMGY can be available to answer questions and provide planning guidance in-destination at a co-op fair on via a webinar with partners. The destination as well as MMGY is available to continuously advise partners about the program throughout the year.

We can report on individual partner performance across touch points, providing measurement of arrivals to points of interest and partner destinations.

An example of how this would work would be to ingest GFLCVB visitor data, which is tracked through a destination partner like placeIQ or Adara Impact. Then, we would append visitation data to those users during the time frame they visited. With this engagement, we could understand where these visitors go once within the Greater Fort Lauderdale area to show impact to our partners.

GROUP SALES MARKETING APPROACH

The members of our team have been employed by airlines, tourist offices, travel companies, public relations firms, advertising agencies and other entities. Their combined experiences bring in-depth expertise to our agency. Our work in the MICE industry and our experience with tourism business events have brought successful conferences and events to our client destinations. Our direct experience with international tourist boards, incentive houses, corporate meeting planners, hotels, airlines and destination management companies gives us the ability to fully understand the MICE sales funnel. In addition, we will look to our in-house industry experts, who will provide insights to drive the success of our projects with you.

We believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 3 - DEPLOY

STARWOOD CORPORATE - A SOCIAL APPROACH TO B2B

RESULT

Starwood Hotels sought to increase booking rates at meeting facilities contained in 668 hotels scattered across North America. At the time of the campaign, there were 67,000 planners in the U.S., representing less than 1% of the total U.S. population. As the agency of record for Starwood, MMGY was tasked with producing work via social media channels in order to increase the number of business meetings.

ACTION

Through a cooperative program that included the SPG Pro brand, we launched a Facebook advertising campaign targeting seven specific audiences. Facebook carousel units were created and refreshed every eight days to visually reflect the productive atmosphere and contemporary look and feel of the meeting spaces contained in those 668 Starwood hotels.

CAMPAIGN RESULTS

The campaign successfully reached 52,825 media planners, which correlates to 79% of the estimated total planners in the U.S. After spending only \$14,400, we drove 3,115 clicks with a CPC of \$4.62. Consequentially, this engagement sparked a total of 46 RFPs at a cost per RFP of \$314.00. In the end, the campaign resulted in a 3:1 ROI, bringing in approximately \$43,000 in revenue in a three-month time frame. After the successful performance of this initial Facebook B2B test campaign, the strategy was continued into 2017 with a threefold budget increase.

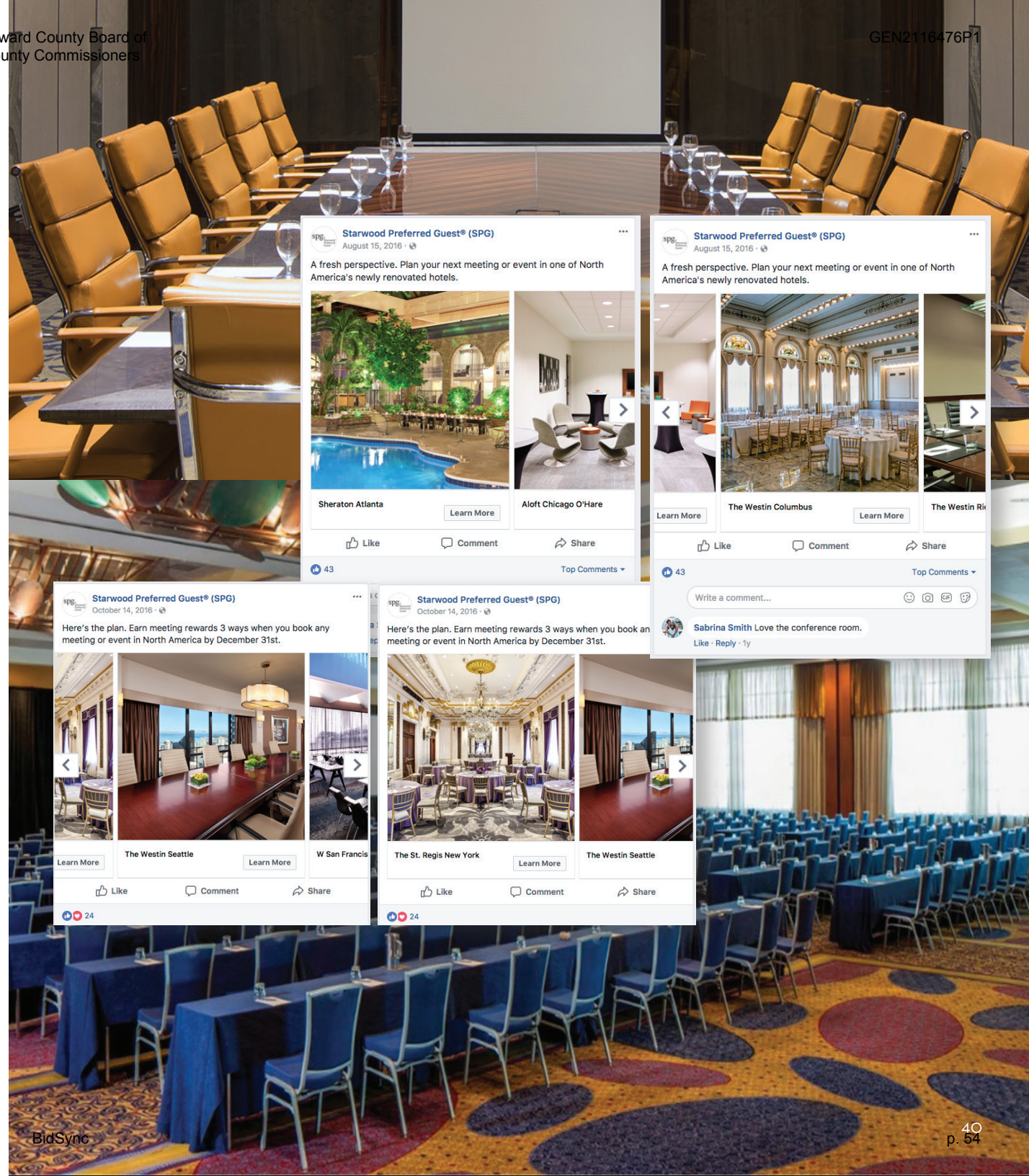
3,115 CLICKS

AFTER SPENDING ONLY \$14,400

\$4.62 CPC

RESULTING IN 46 RFPs

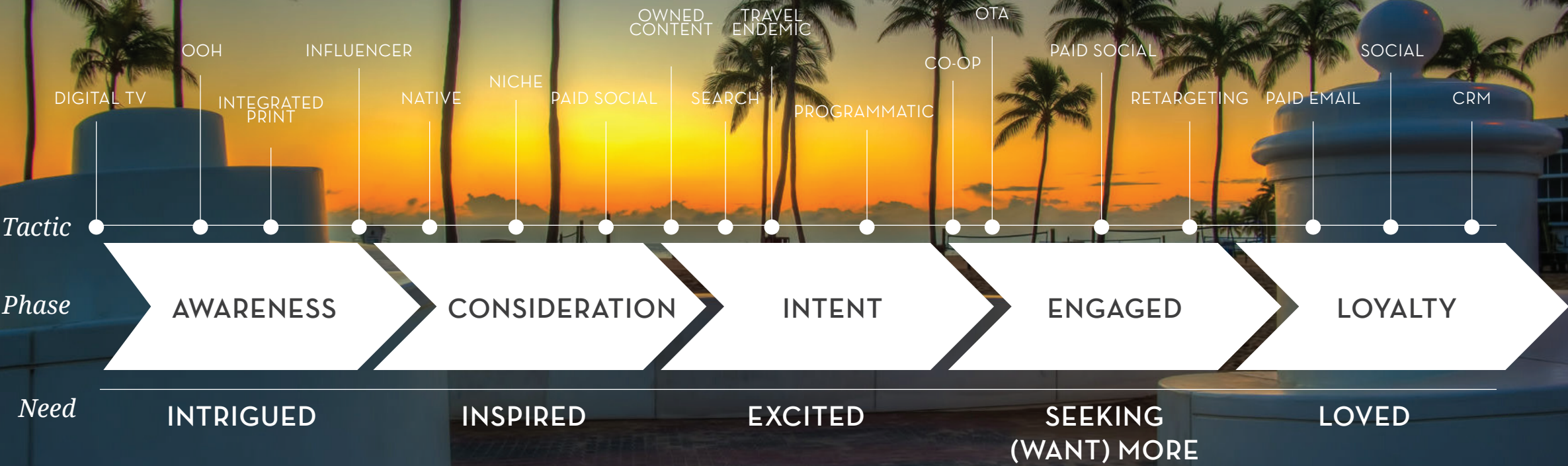
\$314 COST PER RFP WITH A 3:1 ROI



O3 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS
STEP 3 - DEPLOY

THE JOURNEY OF A POTENTIAL VISITOR

The following illustration shows how we might move a potential visitor along the consumer journey with specific tactics, each with their own purpose and expected outcome.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

DRIVEN BY RESULTS

Everything we do is driven by performance. Because we work exclusively in travel and tourism, our team has the industry knowledge to create pro forma-based plans that specifically project outcomes associated with individual buys. Objectives are based on a vast foundation of historical performance data and industry benchmarks, and our campaigns are rigorously measured and optimized against these stated goals. Channel reporting is provided and reviewed with our clients on a regular basis to ensure alignment, but optimizations are conducted daily within the campaign period by our team of digital experts.

REPORTING REVIEWS & OPTIMIZATIONS

We use DoubleClick’s suite of products, including the DoubleClick marketing platform, to provide the most up-to-date, actionable data, as well as attribution tools to make smarter decisions across digital channels. MMGY also utilizes DoubleClick’s planning tools to efficiently negotiate digital media buys and quickly execute media campaigns. Campaign setup, monthly reporting, optimizing and general media analysis are all included within our fee structure. Our robust analytics platform enables us to measure the effectiveness of paid media channels and optimize performance quickly to drive immediate results.

Monthly reporting of digital media results includes:

- Constant monitoring and optimizing at the site and placement levels
- Creative performance available
- Performance tracked by a number of objectives, including site traffic, spend, revenue, and RFPs for group and wedding bookings
- Pacing of projected KPIs set by MMGY and client
- Utilizing data learnings for increased efficiencies
- Insights and trends provided
- MMGY uses DoubleClick floodlight tags to track post impression and post click activity for 30 days from all digital media efforts for comprehensive media results

KEY PERFORMANCE INDICATORS

We believe media performance includes more than just media spend and results. It’s important to look at total results attributed to marketing dollars and in-destination results and spend.



**Not targeted goals, but utilized to measure media efficiency.*

CATEGORIES OF MEASUREMENT



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

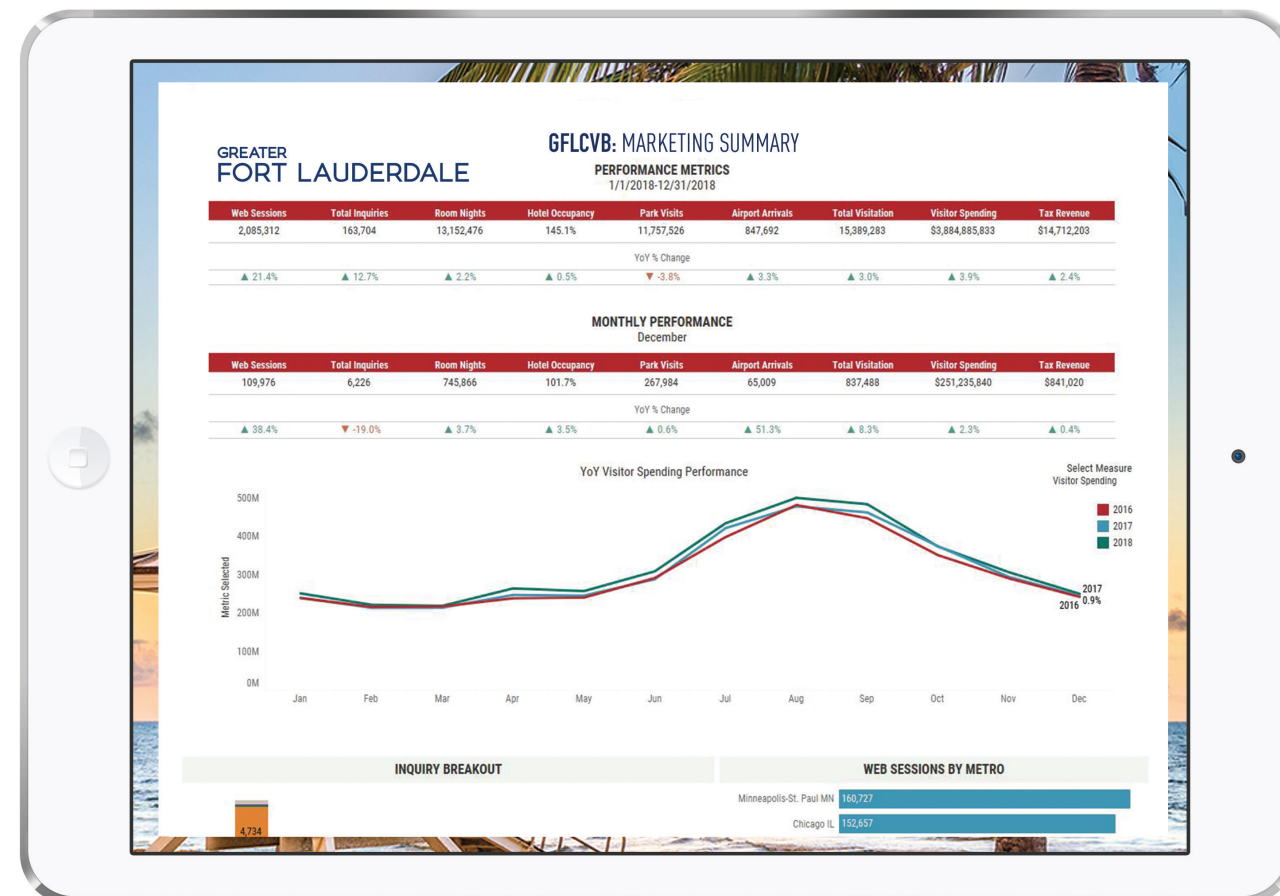
IF IT'S WORTH DOING, IT'S WORTH MEASURING

Our approach to measurement will leverage the tools already contracted by the Greater Fort Lauderdale Convention & Visitors Bureau. We will also plan to layer in mobile arrival measurement provided by our Terminal product. This technology allows us to not only view arrivals of exposed audiences but also to show where they visited. With the objective being to disperse tourists throughout the greater Fort Lauderdale area, this will be a powerful addition to the suite of tools available to us.

We understand how critical it is for an organization to exhibit direct and measurable results for marketing initiatives. In addition to new tracking capabilities and episodic, channel-specific reports (typically monthly), we'd also propose the development of an integrated dashboard. This dashboard would incorporate all destination and marketing data into a comprehensive, web-based interface that allows on-demand analysis of trends, KPIs, engagement, and conversion. We build every dashboard custom for our partners and work with you to determine the appropriate cost based on the data that will best showcase a comprehensive view of marketing efforts to key stakeholders. When designing dashboards for media clients, we display and trend key actionable metrics across different data sources with relevant time-based comparisons (such as year over year, year to date, or fiscal year to date) and monitor against set KPIs. We also build in options to filter, drill in and reveal more in-depth insights into the data. By bringing together data from a variety of sources (internal and external), our dashboards provide a comprehensive view of your business and marketing activity.

While creative and reporting aren't usually used in the same sentence, we believe data can drive better strategic direction as we can make decisions based on real results of what creative drives our travelers to action.

We'd propose the development of an integrated dashboard, designed to capture top-line metrics across channels and present them to the Greater Fort Lauderdale Convention & Visitors Bureau and the industry in an easy-to-understand format.





04
TIMELINE & PROPOSED §
COMPENSATION STRUCTURE

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

THE ROAD AHEAD

If we are awarded the business, this is a sample timeline to complete the services outlined in the RFP. If we were to simultaneously be awarded the additional branding services, we would propose an interim campaign be developed while the branding work and new creative campaign concepts are finalized.

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
ONBOARDING TEAM(S)												
Contracting, Staffing, MSA Development (July-August)												
Asset Sharing (Creative, Research, Reporting, Historical Plans, etc)												
MMGY Internal Onboarding / Debriefing												
Full Team Brand Immersion												
STRATEGIC PLANNING/ANALYTICS												
Strategic Planning Outline – Delivered												
Target Market(s) and Audience Segmentation, Prospecting Analysis												
-Databases to MMGY												
-Analysis and Profile Development												
-Presentation of Segments												
Positioning Strategy / Product Differentiation												
Creative and Communication Framework												
Dashboard kickoff												
Dashboard Development												
Dashboard Launch												
CREATIVE DEVELOPMENT												
Creative Concepts Development												
-Round 1 for Review												
-Finalized Concepts												
Asset Development (complete executions to specs)												
MEDIA PLANNING												
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)												
Media Planning/RFP/Negotiation												
GTM Plan Presentation												
Formal Plan Approval												
Media Buying, Tag Implementation, Trafficking and Testing												
Media Live												
Optimization / Reporting												
ACCOUNT MANAGEMENT												
Staff Training – Living the Brand Workshops												
Status Meetings (Weekly)												
Billing (Monthly)												
Reporting (Monthly)												
Reporting (Quarterly)												
Reporting (Annually)												

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	AUGUST '20	SEPTEMBER '20	OCTOBER '20	NOVEMBER '20	DECEMBER '20	JANUARY '21	FEBRUARY '21	MARCH '21	APRIL '21	MAY '21	JUNE '21	JULY '21	AUGUST '21
STRATEGIC PLANNING/ANALYTICS													
Pre-Planning Meeting (In Person)													
Strategic Planning Outline - Delivered (Via Conference Call)													
Creative and Communication Review													
CREATIVE DEVELOPMENT													
Creative Concepts Development													
-Round 1 for Review													
-Finalized Concepts													
Asset Development (Complete Executions to Specs)													
MEDIA PLANNING													
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)													
Media Planning/RFP/Negotiation													
GTM Plan Presentation													
Media Buying, Tag Implementation, Trafficking and Testing													
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Optimization / Reporting													
ACCOUNT MANAGEMENT													
Status Meetings (Weekly)													
Billing (Monthly)													
Reporting (Monthly)													
Reporting (Quarterly)													
Reporting (Annually)													

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	YEAR 1	YEAR 2	YEAR 3
NET MEDIA BUDGET	\$4,000,000	\$4,000,000	\$4,000,000
<i>Research-based, results-driven domestic and international integrated media buy</i>			
AGENCY SERVICES	\$903,940*	\$813,546*	\$813,546*
ACCOUNT LEADERSHIP SERVICES <i>Account leadership inclusive of all research, strategy, account management and project management. Also, stakeholder meeting attendance, co-op program management and associated MMGY travel costs.</i> <i>MMGY will provide an in-depth profile of prospective visitors to the Greater Fort Lauderdale area drawn from our proprietary consumer traveler study, Portrait of American Travelers®. This will include a custom data run to profile prospective visitors to the destination, an executive summary of key findings, recommendations and a complete set of data tables comparing your prospect audience with non-prospects. You will also have access to a senior MMGY research consultant for follow-up questions and queries throughout the year to ensure the data and analysis are valuable to your business strategy and marketing decision-making.</i> DATA SERVICES <i>Includes Terminal data modeling/analysis and audience segmentation to identify high-value customers and business strategy time to integrate the needs of the consumer with the needs of the GFLCVB. In addition to eCRM lead acquisition strategy, contact strategy design and program management. The development of an integrated dashboard designed to capture top-line metrics across channels in an easy-to-understand and shareable format is also included.</i> MEDIA SERVICES <i>Metrics-driven integrated media plan recommendations including associated media research, strategy, negotiation, buying, execution and monthly reporting. Media recommendations include co-op, paid search and paid social program setup and management.</i> CREATIVE CAMPAIGN SERVICES <i>Includes account strategy and planning time to create customer journeys, insights mapping and creative campaign briefs, as well as time of the creative team to concept, create, version and develop a results-driven creative campaign to fulfill the \$4,000,000 media plan. Also included are necessary copywriting, editing, proofreading, fact-checking and art direction services. New photography and video production to support the campaign are included as a separate budget on the following page.</i> <i>*Up to 6% of this budget has been dedicated to a CBE partner to potentially fulfill video and photography production and to assist with management of co-op efforts.</i>			
ADDITIONAL MEDIA TECH FEES	\$95,000	\$95,000	\$95,000
<i>MMGY will provide digital media ad serving through our third-party ad server. MMGY will track, verify and reconcile third-party invoicing and bill net ad serving monthly. Estimated net ad serving fees associated with a \$4,000,000 media plan are included in the monthly fee, however, this cost will fluctuate based on actual media spend.</i> <i>MMGY utilizes extensive media research via syndicated media research platforms including Nielsen Media Research, GfK MRI, Kantar, SQAD, Scarbrough, eMarketer and comScore. This research will provide the GFLCVB a competitive media analysis, consumer media insights and media recommendations.</i>			
TOTAL BUDGET	\$4,998,940	\$4,908,546	\$4,908,546
PROPOSED MONTHLY FEE	\$83,245	\$75,712	\$75,712
<i>We are willing to set aside 10% of the total compensation tied to achieving mutually agreeable goals. Using this budget as the example, agency compensation is \$998,940 and we would defer \$99,894 subject to meeting these defined objectives. By achieving these goals together, we would have the ability to earn all or a portion of the deferred fee of \$99,894 plus a negotiable 5% additional bonus to be paid as part of the deferred compensation, resulting in a total of \$149,841 if 100% of the goals are met.</i>			

ADDITIONAL NOTES:

Integrated media will be billed at net up to \$4 million, per the sample media plan. Media exceeding \$4 million will be billed at net with an additional reduced agency services fee of \$50,000 for the first \$500,000 in additional media budget. For every \$500,000 above \$4.5 million media there would be an additional reduced agency services fee of \$40,000.

There will be a \$16,000 data modeling hard cost and a data management fee (5% for Terminal-powered media) applied to the media plan if activated.

As an optional service, MMGY can provide digital ad verification through third-party technology partners. Ad verification provides real-time inventory evaluation at the impression level, blocking working media dollars from running within inappropriate content or markets or to fraudulent traffic sources (bots). The agency will report to the client at agreed upon intervals the volume of blocked impressions and associated estimated media savings as a result of ad verification. If the GFLCVB chooses this optional service, invoicing will be billed to the client at net monthly.

MMGY is flexible in how we structure our media invoicing and compensation based on client needs and requirements.

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

ADDITIONAL SERVICES	YEAR 1	YEAR 2	YEAR 3
PHOTO & VIDEO PRODUCTION			
<i>Asset development, inclusive of photography and video content needed for campaign execution, will be billed at net. This will be estimated and preapproved before execution. Based on campaigns of similar nature, we would recommend an initial production in year one to capture primary assets needed to launch the campaign and then a follow-up production to provide supporting assets in year two. MMGY has an in-house video and photography production team capable of producing, shooting and editing campaign assets. Previous work examples and production reels can be provided. If and when outside production company resources are needed, MMGY will manage those teams as part of the production.</i>	\$200,000–\$250,000	\$100,000–\$150,000	
BRAND DEVELOPMENT	\$90,000–\$110,000*		
<i>HEMISPHERES™ branding process includes necessary in-destination stakeholder sessions and discovery, new brand strategy, positioning, architecture and a brand anthem, as well as a presentation to GFLCVB staff of this new positioning and brand bible development.</i> <i>*Additional qualitative and quantitative research needs will be assessed after a full understanding of current work with DestinationNEXT and any gaps that might exist in the research. Estimates will be created for additional research needs.</i>			
LOGO & BRAND STANDARDS DEVELOPMENT	\$20,000–\$30,000		
<i>Three initial concepts will be created with up to three rounds of revisions for the logo associated with the approved brand that was developed in previous phases. Final logo files will be delivered with secondary versions and multiple file and color formats. Associated brand standards documentation detailing logo usage, color palettes, etc. would be provided as well.</i>			
ADVERSE IMPACT CAMPAIGN	\$75,000–\$100,000		
<i>MMGY has extensive experience in crisis preparedness and response. In addition to typical PR crisis management, MMGY would recommend earmarking additional funds toward creative campaign shifts. While every situation is different, based on our past experience, we would recommend approximately \$75,000–\$100,000 toward new campaign creative and production in addition to any associated media costs.</i>			

WHY MMGY §

WE KNOW FORT LAUDERDALE

Two agency brands within the MMGY Global Family have a over two decades of combined experience with the Greater Fort Lauderdale area. We understand the fundamental challenges and opportunities at hand. The addition of more research, extended experiential and media teams and an unparalleled creative team all focused on one thing, going great places together, means delivering even greater integrated results for the GFLCVB.

WE DEPLOY DATA-DRIVEN INTEGRATED STRATEGIES.

We go where others don't. We go where data leads us. Tools like The Portrait of the American Travelers® and Terminal tell us what channels to use, media to deploy and who to target. This data-driven approach drives results and is completely measurable.

WE INSPIRE PEOPLE TO GO PLACES.

We live and breathe travel every day. We know this industry better than anyone, and that shows through in our work for you. We can hit the ground running day one because we understand your business.

WE PUT OUR MONEY WHERE OUR MOUTH IS.

Fort Lauderdale deserves work that works. That's why we are willing to set aside 10% of the total compensation tied to making mutually-agreeable goals.

MMGY Global

Item: Flat Fee Services - Year 2

Attachments

Bid GEN2116476P1_Advertising Agency Services_MMGY Global Submission.pdf



BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS
ADVERTISING AGENCY SERVICES
BID NUMBER: GEN2116476P1 SUBMITTED BY MMGY

MMGY GLOBAL
THE WORLD'S LARGEST
TRAVEL & TOURISM
MARKETING COMPANY

MMGY Global is the world's largest integrated marketing
company specializing in the travel, hospitality and
entertainment industries.

With nearly 40 years of experience in the industry, we
offer services across all marketing channels in multiple
markets throughout the world.

Today, we represent seven brands with one goal:

TO INSPIRE PEOPLE
TO GO PLACES.



TOGETHER,
WE WILL GO GREAT PLACES.

Dear Broward County Board of County Commissioners staff, industry and partners:

Thank you for the opportunity to submit a proposal for advertising agency services to promote the Greater Fort Lauderdale Convention and Visitors Bureau. We take great pride in our integrated teams across the family of MMGY Global brands. Our branding and advertising efforts will benefit greatly from the work you're already doing with two of our agency brand teams, Hills Balfour and DK Shifflet.

Fort Lauderdale has an exciting story of transformation to tell to an entirely new generation of traveler, but as you know, promoting a destination in today's competitive environment requires finding new ways to tell a story, shape perceptions and inspire action. More than experts in advertising, we are experts in understanding today's travelers – their behaviors, influences, suspicions and motivations. We have a deep understanding of the market dynamics that drive demand for leisure, business and group travel and have the proprietary research needed to inform our strategic approach.

While relaxation is a top motivation for the Fort Lauderdale traveler, exploration rises to the top as well, and this holds even with our affluent luxury travel audience. In fact, nearly nine in 10 affluent travelers interested in visiting Fort Lauderdale are motivated to travel to explore and experience new cuisines.

We are excited about the prospect of working with you to not only increase visitation and incremental spend but further build awareness of the breadth, depth and diversity of the new, transformed Greater Fort Lauderdale experience, that takes travelers beyond the beach.

We believe our teams are in the best position to complement and enhance the tremendous success you have already enjoyed, ensuring many more years of market leadership. Thank you for the opportunity, and we can't wait to further the discussion.

Sincerely,

Justin Farmer
VP, Business Strategy

TABLE OF CONTENTS §

01	ABOUT MMGY GLOBAL
12	STAFFING PLAN
18	OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS
44	TIMELINE & PROPOSED COMPENSATION STRUCTURE
49	WHY MMGY



GREATER
FORT LAUDERDALE



GREATER
FORT LAUDERDALE

01 § ABOUT MMGY GLOBAL

01 ABOUT MMGY GLOBAL

COMPANY INFO
MMGY Global, LLC.

4601 Madison Ave.
Kansas City, MO 64112
816.472.5988

AGENCY BRAND
ALIGNMENT

We will be positioning the Greater Fort Lauderdale Convention & Visitors Bureau account under our flagship integrated marketing agency brand, MMGY.

GROSS BILLING

MMGY 2018 gross billings exceeded \$80,000,000.

TOTAL FULL-TIME STAFF

MMGY currently has 143 full-time team members.

OFFICE LOCATIONS

MMGYDC

MMGYDUBAI

MMGYKC

MMGYLA

MMGYLONDON

MMGYMADRID

MMGYMIA

MMGYNYC

IN-MARKET PRESENCE

We have hand-selected a core team across multiple MMGY Global offices with unparalleled tourism marketing experience to ensure our top staff will effectively service the Fort Lauderdale business.

We are committed to staffing a senior member of our account team in Fort Lauderdale and have already identified several ideal candidates. Should we earn the business, we would hire a Senior Account Executive with in-depth knowledge of the destination to lead the account team. This individual would be a valuable asset in building a comprehensive and integrated strategy but will also liaise with the Greater Fort Lauderdale Convention & Visitors Bureau staff and serve as industry outreach across the county.

In addition to our in-destination representative search, we will be opening a new office in Fort Lauderdale to support the business. Our operations team has begun vetting office lease options, with our ideal location being right across the street from your offices in the Plaza 100 building. We have done so previously for other DMO clients such as The Colorado Tourism Office. It would be our expectation to have both the office and representative in place at the start of our partnership with your team.



01 ABOUT MMGY GLOBAL

WHO YOU WORK WITH SAYS A LOT ABOUT YOU

MMGY currently works with over 70 of the most dynamic travel brands around the world. Below you will find the tourism destinations with which MMGY currently works. Since our entire client list is travel- and tourism-related, we have provided a selection of destination clients. Should you need additional references or clients, please request and we can certainly provide.



CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
Ann Arbor Area CVB	Branding, Research, Analytics/Planning	1
Bermuda Tourism Authority	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	3
Bloomington CVB	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	7
Cabarrus County CVB	Web Development	7
Costa Rica Tourism	Advertising, Analytics/Planning	1
Destination Cleveland	Advertising (Creative Production), Research & Branding	5
Destination DC	Web Development, CRM, Public Relations, Media	10
Discover The Palm Beaches Florida	Research	1
El Dorado Arkansas Chamber of Commerce	Branding, Advertising, Analytics/Planning, CRM	3
Los Cabos Tourism Board	Strategy, Public Relations, Creative	4
Monterey County CVB	Strategy, Public Relations, Creative	1
Myrtle Beach	Research	1
Nassau Island Promotion Board	Research	1
Outer Banks Visitors Bureau	Advertising, CRM, Analytics/Planning, Social Media	8
San Francisco Travel	Social Media, Advertising	3

CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
San Jose Tourism	Web Development, Social Media, Advertising, CRM, Analytics/Planning, Research	3
Sonoma County Tourism Board	Branding, Advertising, Analytics/Planning, Media	1
South Dakota Department of Tourism	Web Development, Social Media, Digital Media, Brand Strategy, Research, Public Relations	6
Springfield CVB	Advertising (Creative, Media)	7
The Beaches of Fort Myers & Sanibel	Advertising, Social Media, Analytics/Planning, CRM, Web Development, Public Relations	7
Tourism Vancouver	Branding, Advertising, Research	2
Tourism Ireland	CRM, Advertising, Analytics/Planning, Public Relations	2
Traverse City CVB	Advertising, Analytics/Planning, Research	1
Visit Dana Point	Branding	1
Visit Gainesville	CRM, Web Development	7
Visit Kansas City	Advertising, Analytics/Planning, CRM, Web Development, Research	5
Visit Loudoun	Web Development, CRM, Analytics/Planning	5
Visit Oakland	Branding, Advertising	1
Visit Tucson	Web Development, Branding, Research, Advertising	3
Visit West Hollywood	SEO, Media, Branding	1

With nearly 150 staff members across multiple offices, MMGY has structured its teams in a way to give autonomy to specific groups, specific clients or groups of clients. By doing so, we avoid potential workload or project overlap issues. More details on this structure can be provided upon request.

01 ABOUT MMGY GLOBAL

CONFLICT OF INTEREST

We foresee what might be considered one potential conflict of interest in working with the Greater Fort Lauderdale team. MMGY is currently the agency of record for The Beaches of Fort Myers & Sanibel. However as an organization that specializes in the travel and tourism industry, we have addressed these matters before and respect the need for security and firewalls between competing brands and clients, and we are able to satisfy this need through a number of methods:

TEAM AND STAFF ASSIGNMENTS

We will ensure that your team will not work on or cross-collaborate with accounts of similar scope and market competition.

FILE SECURITY

All proprietary information is stored on a secured drive within our server with access rights established by team members.

GEOGRAPHIC SEPARATION

Where needed, we use geographic office locations as an additional separation among teams to avoid conflict of interest. We would plan to base leadership of your account in-destination.

AGENCY BRAND DISTINCTION

MMGY Global operates seven distinct and independent agency brands, some with overlapping marketing services. As needed, we can separate competing brands between two separate agencies.

If the GFLCVB would consider The Beaches of Fort Myers & Sanibel to be a possible conflict of interest we would like the opportunity to discuss these security measure further to ensure complete comfort and compliance.

AGENCY CAPABILITIES

RESEARCH & INSIGHTS

Our unique insights are the foundation for everything we do. MMGY uses proprietary industry and brand research to identify the habits and preferences of travelers, ensuring your marketing strategies connect with all customer segments.

BRAND DEVELOPMENT

There are two sides to every brand. Whether rebranding or interpreting an existing brand, MMGY uses our own proprietary framework called HEMISPHERES™, which leads to a more imaginative and compelling brand positioning strategy.

CONTENT STRATEGY & DEVELOPMENT

We develop custom content marketing solutions to deliver integrated multichannel strategic storytelling for clients. Our process includes content audits, tactical planning, editorial calendaring, distribution recommendations and creative content development, including but not limited to copywriting, photography and videography.

EXPERIENTIAL MARKETING

We know the importance of a brand's message. That's why our approach to experiential marketing goes beyond raising awareness. It's about elevating a brand – finding creative ways to deliver a brand's message so that consumers care. And that's exactly what we do. Whether it's a big activation or a small event, our in-house team knows how to create the right experience to make the right impact.

PAID MEDIA

We create relationships between our clients and their core audiences by developing 360-degree media campaign coverage across traditional, digital, travel trade, search, social media and mobile placements. We also integrate this plan into all channel marketing strategies.

SOCIAL

Conversations about your brand equal currency in today's multimedia landscape. As part of an integrated online marketing and public relations strategy, we offer complete, scalable, turnkey social media solutions that directly engage with influencers, followers and potential consumers.

MARKETING TECHNOLOGY

We combine creative thinking, insightful strategy and best-in-class technology to deliver online experiences that build businesses and brands. From web design and development to UX design, our services deliver online experiences that are device- and platform-agnostic – because that's what travelers demand.

CRM

As data becomes increasingly important in forming strategy and developing customer relationships, we support this discipline in-house. We integrate and analyze all available marketing data, and we develop customer segments and profiles that allow customized, data-driven contact strategies.

REPRESENTATION

We are the leader in international destination representation in North America. Through our activities, we are continually connecting with travel trade partners and stakeholders to keep our finger on the pulse of what consumers are looking for in their next international travel destinations.

PUBLIC RELATIONS

Our public relations team provides expert strategic counsel for leading travel and lifestyle brands and destinations around the world. Our key areas of expertise include strategic communications planning and implementation, traditional and online media relations, media training, crisis and issue management, and consumer and media event management.

01 ABOUT MMGY GLOBAL

SOUTH DAKOTA DEPARTMENT OF TOURISM - INTEGRATED MARKETING CAMPAIGN WITH MONUMENTAL RESULTS

SITUATION

Since 2013, South Dakota tasked us with stimulating visitation to the state. Known for one of America's most iconic monuments – Mount Rushmore – South Dakota needed increased exposure of the entire state's offerings within drive markets.

ACTION

We leveraged the influence of four presidents in mascot form, ongoing anniversaries and travel stories to start a conversation. Through PR, social media, eCRM, digital media and promotions, we helped establish the entire state of South Dakota as a must-visit destination for family road trips.

Most recently we launched a targeted drive-market campaign in Chicago, Denver and Minneapolis during summer vacation – planning time, paired with a Millennium Park activation featuring a 1 to 3 scale Mount Rushmore. The message was a simple one, from early morning to late at night, unique experiences at South Dakota's iconic monuments and landscapes are open to be discovered.

RECENT CAMPAIGN RESULTS

21% INCREASE
IN WEBSITE VISITS YOY

9.4% INCREASE
IN BOOKINGS

19% INCREASE
FOR NEW WEBSITE USERS

11.1% INCREASE
IN TOTAL TRAVELERS YOY

COMPREHENSIVE RESULTS

\$305,000
IN ADDED VALUE SAVINGS IN
FIRST THREE YEARS

8.8% INCREASE
IN VISITOR SPENDING IN
FIRST THREE YEARS

485% INCREASE
IN VACATION GUIDE GOAL
CONVERSIONS

4.5%
ECONOMIC IMPACT
GROWTH RATE



South Dakota



Broward County Solicitation No. and Title:
GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

South Dakota Department of Tourism

Contact Name: James Hagen Title: Secretary of Tourism Reference date: 02/25/2019

Contact Email: james.hagen@TravelSouthDakota.com

Contact Phone: 605-773-3301

Name of Referenced Project:

Contract No.	Date Services Provided:	Project	Amount:
	to		

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

MMGY is our AOR (Agency of Record) for the South Dakota Department of Tourism's digital marketing, social media marketing, email marketing, Public Relations efforts, Out of Home marketing and activations.

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: Division: Date:

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

VISIT KC - PUTTING A DESTINATION ON THE MAP

36% INCREASE IN ROI YOY



01 ABOUT MMGY GLOBAL

VISIT KC REFERENCE



TRACI MOON

Senior Vice President of Marketing & Communications

816.691.3829



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

[Visit KC](#)

Contact Name: [Traci Moon](#) Title: Senior Vice Preside Reference date: [03.08.19](#)

Contact Email: tmoon@visitkc.com Contact Phone: [816.691.3829](tel:816.691.3829)

Name of Referenced Project:

Contract No. Date Services Provided: Project Amount:
[02.16.16](#) to [Current](#)

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Agency of record.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: ☐ EMAIL ☐ VERBAL Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

"On behalf of the Visit KC team, I would like to effectively communicate the strength, trust, respect and successes of our valued partnership with MMGY Global. MMGY's strategic, creative and research-centric standards of excellence have forged our non-traditional partnership vs. client-agency relationship. The foundation of our partnership is derived from our mutual passion for KC and the travel & tourism industry. MMGY's vital research fundamentals and platforms drive our strategies – and results. The insights derived from the research and performance data allow for continual optimization, resulting in efficiencies and elevation of ROI. From the initial agency RFP process, through the evolution to our digital engagement strategy and to date, we are motivated by a strong key performance indicator that MMGY and our team possess yet cannot be trained...passion."

—
TRACI MOON

Senior Vice President of Marketing & Communications

01 ABOUT MMGY GLOBAL

DESTINATION DC - DELIVERING THE REAL DC

RESULT

As the District of Columbia’s number one resource for visitors, locals, meeting planners and tour operators, Washington.org displayed an abundance of important travel information. The website design, site structure and content, however, were outdated. The team at Destination DC (DDC) also owned DCCool.com, an inspiring and authentic resource for all things DC. Full of articles, listicles, photo stories and Instagram posts, DCCool.com was everything Washington.org should have been.

ACTION

Utilizing a content-first approach to a new, responsive site combined with a sophisticated tagging structure for editorial content, we set out create a new website experience that would connect with a new generation of Washington, D.C. visitor. We worked to encourage exploration of the destination's 16 unique neighborhoods through an entirely new Neighborhoods section of the site. This section included geographic information as well as neighborhood vibe and attitude, transportation tips and local insights. In partnership with local experts in each international market, we prioritized and translated content into 10 different languages.

In addition to the website redesign and launch, we have worked closely with the Destination DC team on an in-depth content audit and SEO strategy, website personalization, chatbot implementation and most recently a brand new digital media strategy and execution.

RECENT CAMPAIGN RESULTS

48% GROWTH
IN ORGANIC TRAFFIC YOY

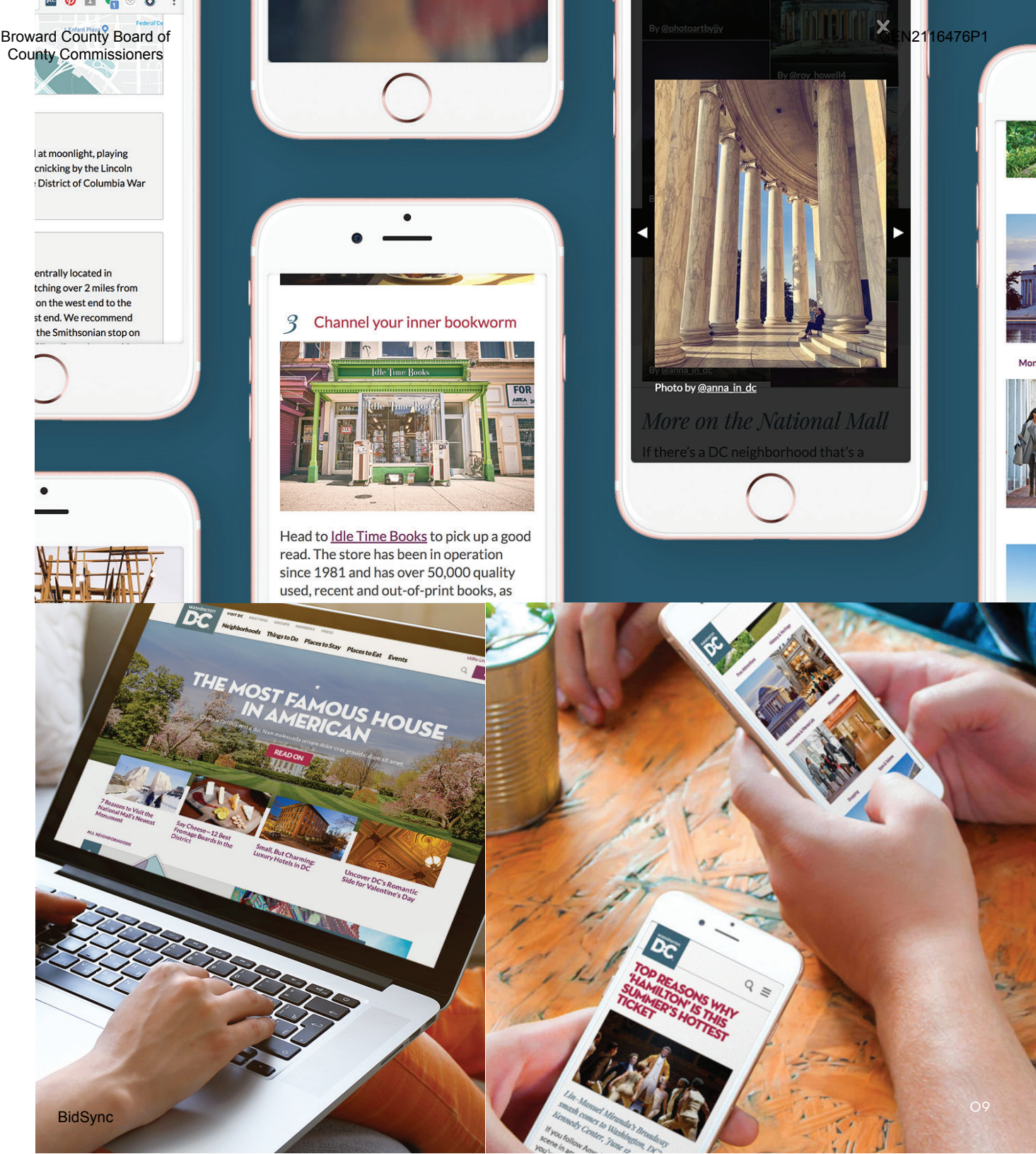
371% INCREASED
TRAFFIC TO LANDING PAGES

25% INCREASE
IN OVERALL SITE PAGEVIEWS

78% GROWTH
TO NEIGHBORHOOD PAGES

1,066% INCREASE
IN GOAL CONVERSION RATE

6% DECREASE
IN OVERALL SITE BOUNCE RATE



destination
DC TM



10
77

WHAT MAKES US DIFFERENT

While many travel brands have increasingly searched for agencies that specialize in specific marketing channels we believe that true integration and holistic strategy drive greater marketing efficiency, stronger brand awareness and increased visitation results. This is why we have built MMGY Global as a parent company with multiple specialized agencies within our family.

Each of these agency brands within our family specializes exclusively in travel and tourism – enabling MMGY, to leverage these channel-specific experts in a truly integrated way.

We are here to

INSPIRE

We are driven by

RESULTS

*We know one industry better
than any other agency:*

TRAVEL & § TOURISM §



02 STAFFING PLAN

ONE TEAM, TOGETHER

MMGY's fully integrated agency structure was built to maximize the contributions from every channel. Work isn't just handed off from one phase to another; rather, team members overlap as needed to provide diverse channel oversight as ideas progress. This holds true from the very beginning when the Strategy and Insights team collaborates with channel leads in the creative strategy development.

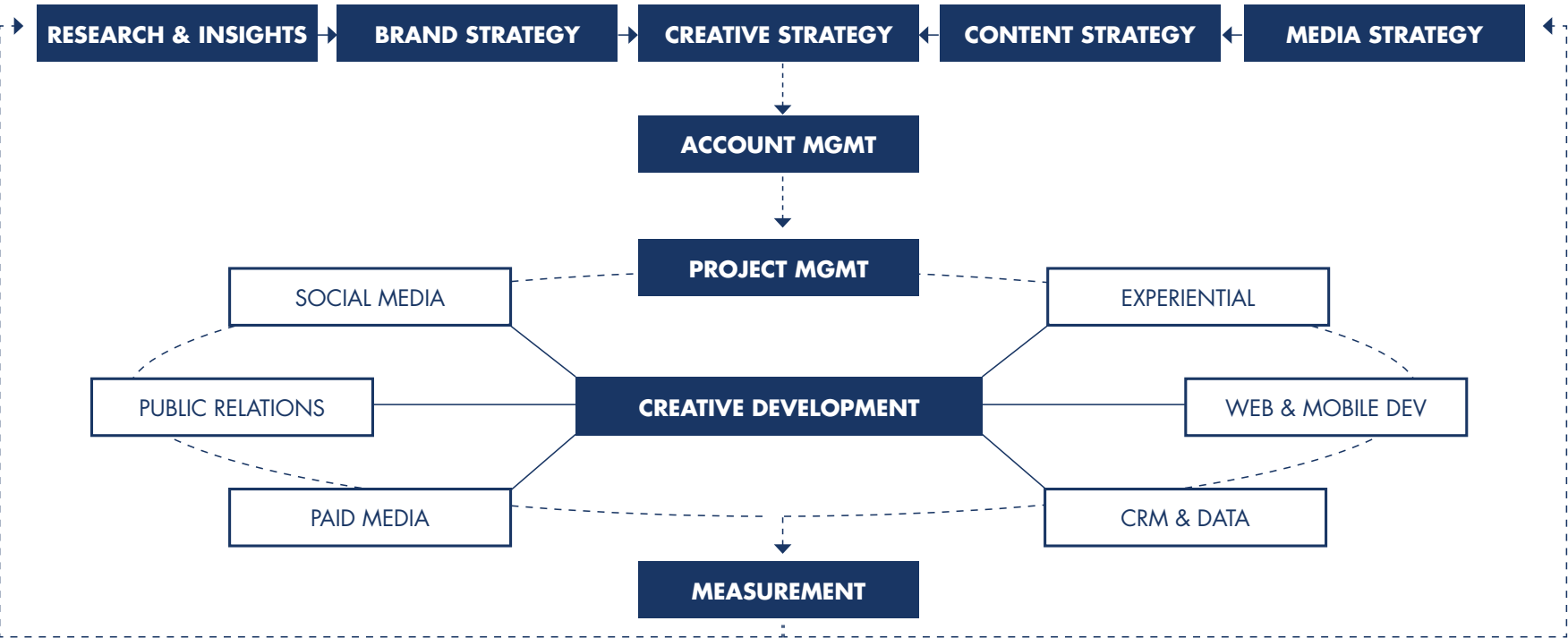
Once the project is kicked off, strategy and planning team members participate in the development of the creative ideas to hold channels accountable for delivering on the strategy, and the creative team stays engaged to support the production of the campaign.

Upon the campaign's launch, ideas continue to be challenged in a more measurable form. These learnings are leveraged to optimize campaigns and develop new ideas that drive the business.

YOUR TEAM

At MMGY, we understand how critical it is to your success and the execution of any project to have a highly dedicated and immersed team. Based on the description of the scope of services outlined within the RFP, we have composed the following best-in-class team.

MMGY's fully integrated agency structure was built to maximize the contributions from every channel.



02 STAFFING PLAN



STRATEGIC LEAD
JESSICA SCHULTZ
SVP, Media Strategy

Jessica leads the strategy and execution of MMGY’s paid media practice. She leads a team of social and media experts that develop integrated media campaigns with effective results. Jessica has spent 12 years in travel and tourism and has been in her current role for the past year. She has developed strategies for clients including the Bermuda Tourism Authority, Costa Rica Tourism and Destination DC. Jessica received her Bachelor of Journalism from the University of Kansas.



STRATEGIC LEAD
CHRIS DAVIDSON
EVP, Insights & Strategy

Chris oversees global marketing strategy for MMGY clients. He has over 20 years of experience in strategic planning, brand strategy and marketing communications. During his tenure at MMGY, Chris has had the pleasure of working with numerous industry leaders in travel and tourism, including Tourism Vancouver, Choice Hotels, Wyndham Hotel Group and Niagara Falls USA. Chris received his bachelor’s degree in history at Princeton University and has an M.B.A. from Vanderbilt University.



STRATEGIC LEAD
STEWART COLOVIN
EVP, Creative and Brand Strategy

Stewart leads MMGY Global’s creative efforts and is responsible for guiding our clients’ brands. He has created brands for destinations and hotel companies around the world, including Barbados Tourism Marketing, Inc., Colorado Tourism Office and Visit Santa Barbara. He has been part of the MMGY Global team for more than 17 years. Prior to MMGY Global, he served as international creative director at Dentsu, Inc., Tokyo. Stewart received his Bachelor of Arts from The King’s College.



PROJECT MANAGEMENT LEAD
JESSICA LAMPSON, PMP
Director of Project Management

Jessica is responsible for creating, maintaining and executing accurate and complete project plans, requirements, budgets, and schedules using industry-standard tools, techniques, and best practices. Jessica leads a team of Senior Project Managers and Project Managers that support the marketing plans of our clients. Client experience includes: Destination DC, South Dakota Department of Tourism, Visit KC, Davenport Hotel Collection, Bradenton Area Convention & Visitor’s Bureau, Barbados Tourism Authority and more.



STRATEGIC LEAD
LUCAS COBB
SVP, Data Strategy

With 17 years of advertising, direct marketing and interactive experience, Lucas knows what it takes to move consumers to action. Drawing from this and his nine years of experience at MMGY Global, Lucas strategically guides the development of multichannel programs for clients such as the South Dakota Department of Tourism, Colorado Tourism Office, Wyndham Hotel Group and Kampgrounds of America. Lucas received his Bachelor of Journalism from the University of Oklahoma.



MEDIA LEAD
BILL STEINKE
Group Media Director

With over seven years of media planning experience, Bill has worked with Visit KC, Visit Houston, Costa Rica Tourism, Sonoma County Tourism, Hawaii Tourism Authority and Los Cabos Tourism. Bill is responsible for delivering insightful, research-based media plans focused on achieving client goals. His experience has provided himself a foundation he can rely on to ensure he meets the needs of his clients. Bill is a graduate of the University of Kansas, from which he received a Bachelor of Science in marketing.

02 STAFFING PLAN



LISA GRAVES

SVP, Client Services

30 years of experience in her role. Clients include Destination DC and Bloomington Convention & Visitors Bureau. She has a Bachelor of Science from Bradley University.



TARA YANTIS

Account Director

7 years of experience. Clients include Destination DC, Canyon Ranch Resorts and Visit Santa Barbara. She has a Bachelor of Arts from Washburn University.



NEW HIRE

Senior Account Executive

MMGY would hire a Sr. Account Executive with in-depth knowledge of the GFLCVB to lead the account team. This individual would be located in our new Fort Lauderdale office space.



MIKALAH MORRIS

Senior Brand Planner

7 years of experience in her role. Clients include Los Cabos Tourism and Costa Rica Tourism. She has a Bachelor of Science from the Art Institute of San Francisco.



BRIAN KLEIN

Senior Business Strategist

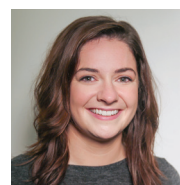
17 years of experience. Clients include Starwood Hotels & Resorts and Knott's Berry Farm. He has a Bachelor of Science from Saint Louis University and a Master of Business Admin. from DePaul University.



CHRISTY VAUGHT

VP, Experiential Marketing & Production

20 years of experience. Clients include Destination Cleveland and South Dakota Department of Tourism. She has a Bachelor of Journalism from Northwest Missouri State University.



SARAH ARNOLDI

Senior Media Planner

2 years of experience in her role. Clients include Costa Rica Tourism and the Outer Banks of North Carolina. She has a Bachelor of Arts from the University of Arkansas.



ALLISON HARBAUGH

Media Coordinator

2 years of experience in her role. Clients include Sheraton Grand Phoenix and Berkshire Hathaway Travel Protection. She has a Bachelor of Science from the University of Kansas.



GERONE NAVARRO

Media AdOps Coordinator

Gerone has 3 years of experience in her role working with clients like Costa Rica Tourism and Visit KC. She has a Bachelor of Science from the University of Kansas.



BRANDON LAYLAND

Social Media Account Supervisor

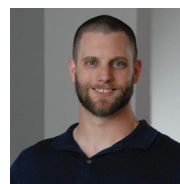
6 years of experience in his role. Clients include Costa Rica Tourism and Paradisus Hotels & Resorts. He has a Bachelor of Science from Brigham Young University - Idaho.



CRAIG PADDOCK

Director of Search

16 years of experience in his role. Clients include Loews Hotels and the Colorado Tourism Office. He has a Bachelor of Science from University of Southern California.



BRANDON PADDOCK

Manager, Search

5 years of experience in his role. Clients include Starwood Hotels and Loews Hotels. He has a Bachelor of Arts from the Academy of Art University, San Francisco.



RICK DUNN

VP, Executive Creative Director

20 years of experience in his role. Clients include Bermuda Tourism Authority and Costa Rica Tourism. He has a Bachelor of Arts from the University of Missouri.



BRANDON SANDERS

Creative Director

13 years of experience in his role. Clients include Bermuda Tourism Authority and Destination Cleveland. He has a Bachelor of Arts from Drury University.



AMANDA COLEMAN

Senior Art Director

16 years of experience in her role. Clients include Bermuda Tourism Authority, Icelandair and Visit KC. She has a Bachelor of Fine Arts from University of Kansas.



DAVE FYMBO

Senior Copywriter

13 years of experience in his role. Clients include Colorado Tourism Office and Brown Palace Hotel. He has a Bachelor of Arts from the University of Illinois at Urbana-Champaign.



ROYA ZAIDI

Proofreader

3 years of experience in her role. Clients include Los Cabos Tourism, Cunard and Princess Cruises. She has a Bachelor of Science from University of Kansas.



KURT HANOVER

Interactive Web Developer

6 years of experience in his role. Clients include Visit KC and the Bermuda Tourism Authority. He has a Bachelor of Arts from the University of Missouri, Kansas City.

02 STAFFING PLAN

FAMILIAR FACES

As part of the MMGY Global family we are lucky to be tightly integrated with our teams around the globe already servicing the GFLCVB account. We're happy to share the following familiar faces that would be part of the integrated account strategic counsel.

DK SHIFFLET

DK Shifflet specializes in syndicated and custom market research exclusively for the travel and tourism industry. Together, MMGY Global and DK Shifflet boast the industry's most expansive and richest historical data, dedicated to providing the highest-quality travel and traveler research. DK Shifflet has provided annual Visitor Profile and Volume and Spending data to the Greater Fort Lauderdale Convention and Visitors Bureau continuously since 2011 and less frequently since 2003.

HILLS BALFOUR

With offices in Europe and the Middle East, Hills Balfour fuses a diverse range of marketing services and expertise to provide a holistic approach to public relations and marketing communications for travel and tourism brands across the globe. Our team connects clients to the most influential feeder markets, travelers and media in the world. Since 2009, Hills Balfour has worked closely with the GFLCVB to increase awareness of the Greater Fort Lauderdale area in the UK market.



DK SHIFFLET

VICKI ALLEN Senior Research Manager

With over 18 years of experience, Vicki is a experienced research manager with a demonstrated history of conducting market research in the travel and tourism industry. She has extensive knowledge of syndicated traveler behavior profiling and volume estimates. Her day-to-day includes constructing quantitative analysis highlighting trends to grow visitation, spending, and market share. She is currently on the Greater Fort Lauderdale Convention and Visitors Bureau account for D.K. Shifflet & Associates.



HILLS BALFOUR

HANNAH NORRIS Sales & Marketing Senior Account Executive

Hannah has worked with the Greater Fort Lauderdale Convention & Visitors Bureau, the Kenya Tourism Board, PROMPERU and the Jerusalem Development Authority. In these roles she has been looking after trade liaison with UK, Irish and Scandinavian operators and agents, training of agents, event planning and management, management of co-op marketing activity, planning and hosting of fams in destination, budgeting and reporting.



HILLS BALFOUR

FREDERICA SOFTLEY Sales & Marketing Account Manager

Frederica has amassed a broad range of experience across a varied portfolio of clients including Qatar, Greater Fort Lauderdale Convention & Visitors Bureau and Jerusalem. She oversees all marketing plans and budgets, working closely with the trade. She is responsible for managing high impact marketing campaigns both online and offline, and has worked on numerous co-operative campaigns with key tour operator partners to promote the destinations she works with.



HILLS BALFOUR

CHARLOTTE FOX PR Account Director

Charlotte has led on a portfolio of accounts, managing the day to day running of the account, ensuring that her client's strategic plans run smoothly and efficiently resulting in high quality coverage. Charlotte has extensive experience in managing markets and large numbers of partners within her destinations. Charlotte is known by clients and media alike for her meticulous press trip itineraries, passion for bespoke and creative pitch content, and her impressive industry black book of contacts which helps towards generating glory coverage and opportunities for her clients.

02 STAFFING PLAN

COUNTY BUSINESS ENTERPRISE (CBE) PARTNERSHIP

Should our agency be selected, we are committed to partnering with a CBE member in Fort Lauderdale for up to 6 percent of the business.

Based on the scope of services currently outlined in this RFP, we have identified Orange Lab Media Group as an ideal partner to support us in campaign photo and video production and co-op materials support. Orange Lab Media Group is full-service marketing agency that specializes in brand campaigns, photo and video production, print production and website development.

It would be our preference to continue vetting potential additional partners with the GFLCVB after the business has been awarded.



ORANGE LAB MEDIA GROUP

KEEL RUSSELL CEO & Founder

Keel Russell is a serial entrepreneur, veteran, speaker, and Co-Founder and CEO of Orange Lab Media Group LLC. with over 5 years of experience in his current role. Keel is responsible for guiding the company's overall direction, new client relations & acquisitions, bid sourcing & proposal writing, the securing of capital funding and the purchasing of any major equipment.



ORANGE LAB MEDIA GROUP

PATRICK SENIOR COO & Marketing Advisor

Patrick Senior has over 5 years in his role as the Co-Founder and Chief Operating Officer at Orange Lab Media Group, LLC., running marketing programs, brand management, and corporate and governmental sponsorships. Patrick is motivated to create generational wealth for his family and community. His compassion allows him to offer generous donations for various underserved populations; with a goal to build and provide affordable housing in third world countries offering locals safe, humble dwellings to call their home.



LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: GEN2116476P1

Project Title: Advertising Agency Services

Bidder/Offeror Name: MMGY Global

Address: 4601 Madison Avenue City: Kansas City State: MO Zip: 64114

Authorized Representative: Justin Farmer Phone: 816.500.5173

CBE Firm/Supplier Name: Orange Lab Media Group

Address: 333 Las Olas Way City: Fort Lauderdale State: FL Zip: 33301

Authorized Representative: Patrick Senior Phone: 866.606.1110

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
TBD			6.00 %
			%
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: [Signature] Title: COO Date: 3/8/19

Bidder/Offeror Authorized Representative

Signature: [Signature] Title: VP, Business Strategy Date: 3/8/19

¹ Visit Census.gov and select **NAICS** to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Rev.: June 2018

Compliance Form No. 004



03
OUR APPROACH TO INTEGRATED &
CAMPAIGN SUCCESS



GREATER
FORT LAUDERDALE

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

THE FOUNDATION

WHERE IT ALL STARTS & THE ROLE OF THE CLIENT

There are many critical steps and decision points needed throughout an integrated campaign launch to maximize marketing success. However, none are more vital than the kick-off. The kickoff is the point in the process where we rely on the client to provide clear goals, objectives and direction, which allows us to do what we were hired to do – make a difference.

In return, we believe in 10 non-negotiables that you should demand from any integrated marketing team. The following points are essential to our partnership, and you should expect us to bring nothing less to our client-agency relationship.

1. WE THINK BIG PICTURE.
2. WE PLAY WELL WITH OTHERS.
3. WE COMMIT TO SOLVING PROBLEMS.
4. WE SPEND MONEY AS IF IT WERE OUR OWN.
5. WE KNOW THE BUSINESS INSIDE AND OUT.
6. WE TAKE CALCULATED RISKS.
7. WE FOCUS ON WHAT'S IMPORTANT.
8. WE SHARE SUCCESS AND FAILURE.
9. WE HAVE A PLAN BUT STAY NIMBLE.
10. WE WANT TO KNOW MORE ABOUT YOU THAN YOUR JOB TITLE.

YOUR ACCOUNT MANAGEMENT TEAM

Your account management team acts as stewards of the overall annual client budget, including management of creative, production and media. With a careful eye on daily management, scheduling resources and adhering to timeline our team manages client budgets like they are their own. Some of the processes and tools we use to efficiently and effectively ensure success include:

- Budget tracker with invoice actuals and projections updated monthly
- Media plan approval and modification documentation
- Media deadline and specification grids including fulfillment overviews and partner coordination processes as needed
- Detailed planning, project and production estimates including timelines, tactical management plans, responsibilities, deliverables, and launch or delivery dates

BALANCING THE BUDGET

The account management team works diligently to provide detailed budgets, estimates and plans to guide the collective team in delivering the highest quality output within budget. Working with the internal operations team to establish a clear project workflow, timeline and scheduling through the trafficking system ensures the agency resources are used most effectively and efficiently. Creative problem-solving solutions are considered to meet the client's ultimate goal while maintaining balance within the budget.

A few examples of this include:

- Sourcing on location, local producers to assist and identify the most cost-effective quality sites and local or near-market talent on photo or video shoots
- Full-service video and creative teams working in house to create quick turn, short-run media-specific video assets with unlimited usage rights
- Utilizing our studio production team to provide a more economical solution to print and digital production, versioning, color correction, retouching, print vendor coordination and more

COLLABORATION IS KEY

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick. In this regard, collaboration is vital to the success of any integrated campaign.

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick.

It should be noted that we understand the need to work together, communicate and build mutual respect with teams beyond the GFLCVB team. We will be diligent in building true cross-team collaboration and transparency with other agencies, vendors and partners throughout the destination and make your marketing dollars work as efficiently and effectively as possible.

BidSync



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS – THE FOUNDATION

BEING PREPARED

There is a time when even the best-laid plans have to adjust, sometimes for reasons outside both teams' control. When a crisis hits, we must all be prepared. MMGY is renowned for our expertise in strategic crisis management and communications. We have worked with many destinations and other sectors of the travel industry throughout the entire lifecycle of a crisis. From leading their crisis preparation and planning process to guiding them through issues and dilemmas of various scenarios and escalations in real time, we help them get back on track or put in place a full recovery plan following a crisis.

We've recently worked with Los Cabos Tourism to manage several situations relating to increased crime in the destination as well as CheapCaribbean.com and our Caribbean hotel clients when they suffered damages due to hurricanes and subsequent fires. And, most recently, we assisted the Beaches of Fort Myers & Sanibel during their red tide crisis.

While each scenario is different, our general approach to managing a crisis includes the following steps:

- Immediately assess the situation and gather facts; trigger the activation of the preapproved crisis management plan
- Establish a command center for centralized communications to media and key stakeholders
- Develop a schedule of communication to key stakeholders (website, digital and social media, email)
- Monitor for social media and traditional coverage and tweak messages as developments arise; initiate applicable responses
- Work with officials to develop and implement a post-crisis recovery plan

Our Approach for You

HOW WE GET THERE

At MMGY, we divide our core services into their respective marketing channels. When directed as a cohesive effort, they form something unique – real travel marketing convergence.

To develop the most effective marketing communications for the GFLCVB and to help develop a clear compelling story that engages your target audience and increases your brand awareness, MMGY will employ a multistep, market-tested discipline.

ACTION PLAN

DISCOVER	CREATE	DEPLOY	MEASURE
Brand discovery, immersion onboarding materials	Map insights to plan and develop campaign strategy	Launch campaigns and tactics	Monitor performance and visualize success
- Research & Market Strategy - Competitive Analysis - Goals + Objectives	- Communication Strategy - Core Insights Mapping - Creative Brief	- Set KPIs - Integrated Channel Strategy - Campaign Deployment	- Data Visualization - Campaign Optimizations - Adjust based on performance



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

FINDING THE IDEAL TRAVELER

We're experiencing a fundamental shift from mass consumption to context and personalization. How the consumer feels and embracing the empathetic mindset is the secret sauce to great results.

We want to base our campaigns on a deep understanding of traveler behavior, not just general travelers. When media plans are developed, they are specifically aligned against all actionable audience indices, including demographics, sentiment and psychographics, and media consumption characteristics.

A major point of differentiation for MMGY is its substantial investment each year in consumer research designed to help clients profile the preferences, priorities and behaviors of their most likely visitor segments.

As part of our engagement, MMGY will provide the GFLCVB with an in-depth profile of prospective visitors to the area.

MMGY's travel insights division will conduct a custom data run to profile your audience of interest, and we will provide the GFLCVB with an executive summary of key findings and recommendations, along with a complete set of data tables comparing GFLCVB's prospect audience with non-prospects. This profile will provide your teams and ours with valuable insights about how these prospects plan and research travel; which websites they visit to do so; how influential children are in aspects of their vacation planning; which lodging, airline and rental car brands they prefer; social media and mobile usage behaviors; demographics; and much more.

In addition, we will offer the GFLCVB access to a senior MMGY research consultant for follow-up questions and queries to ensure the data and analysis we provide is incredibly valuable to your business planning and marketing decision-making throughout our engagement.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

This in-depth profile of prospective visitors, in conjunction with data gleaned from our syndicated research tools, provides us with a deep understanding of where to reach travelers and how to influence their travel decisions. The outcome is an overarching campaign strategy and tactical plan that is specifically focused on the right audience, deployed in the right places and effectively reaches our audience over numerous timely touch points, in turn driving results.

OUR SOURCES

Our proprietary research utilized in planning includes, but is not limited to, the following sources:

PORTRAIT OF AMERICAN TRAVELERS

As a part of the MMGY Global family of brands, MMGY has access to this custom research, spanning 35 years, that studies the interests, motivations and behaviors of traveling Americans.

DK SHIFFLET

As you are aware, DK Shifflet offers our clients access to the industry's most expansive and comprehensive historical database focused on consumer trends, travel intentions, spend levels and patterns, visitor profiles and volumes, geography and brand attitudes, customer segmentation, planning processes and resources, and forecasting.

*travelhorizons*TM

This survey is the only forward-viewing national survey of leisure travel intentions. Conducted every 90 days, *travelhorizons*TM offers an in-depth look at what's to come in travel, versus other research that is based on past travel behaviors.

ADDITIONAL SOURCES

Secondary research utilized in planning includes, but is not limited to, the following sources:

eMarketer: eMarketer publishes in-depth reports, benchmarks, forecasts and thousands of data points on marketing behaviors to better understand consumer behavior and spending habits across all channels and verticals.

GfK MRI: GfK MRI provides lifestyle and audience-level data nationally and regionally. We utilize GfK MRI to understand an audience's media consumption patterns, demographics and psychographics.

Kantar: Kantar delivers specific spend information for print, broadcast and digital media as well as advertising creative samples where available. We utilize Kantar for spot market competitive analysis and to understand share of voice by market.

comScore: comScore matches consumer behaviors and demographics to websites. We utilize comScore to understand how consumer behavior patterns relate to media usage at the site level and for vendor selection.

Scarborough: Scarborough provides audience lifestyle and media usage at a local level. We utilize Scarborough to develop media mix and media plan recommendations and for vendor selection.

SQAD: SQAD provides standardized information for benchmarking and understanding cost per points (CPP) on a spot market basis. SQAD data allows us to understand current market pricing thresholds and negotiate more efficiently with television and radio stations. We utilize SQAD for planning and buying television and radio campaigns.

Nielsen: Nielsen Media Research is a multifaceted company. One of Nielsen's best-known services is ratings data for television viewership and radio listenership. Ratings data provides insight into a stations audience size and composition and ensures markets are purchased at effective thresholds. We utilize Nielsen data in planning and buying television and radio campaigns.

Social Listening: Our social listening platform allows us to get in front of perception and build a baseline for new brand development, assess brand sentiment and monitor conversation in times of crisis and non-crisis.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

AUDIENCE STRATEGY

As we will discuss further in the proposal, it is more important than ever for destinations to identify and personify their core guests. We see evidence that some of this exists with your current defined audiences and realize you will further define these through your work with DestinationNEXT. We're excited to dig deeper and understand how they have been constructed, what other data points define them, and how precise you have been at reaching them. As part of engaging with MMGY, we'd bring to bear our extensive research and data modeling tools to extend your knowledge of the visitors to Fort Lauderdale, to identify precisely where they are clustered and to learn how they like to travel – when, where, why, how and with. Using this knowledge we not only get smarter and more precise in our targeting, but we become hyper-focused in our story pillars, messaging and creative presentation.

IT IS MORE IMPORTANT THAN EVER FOR
DESTINATIONS TO IDENTIFY AND PERSONIFY
THEIR CORE GUESTS.

MARKET ANALYSIS

For a destination like Fort Lauderdale with an international airport and so much ground access from in-state and East Coast corridors, we believe source market targeting should be as varied as the assets tourists seek. This means breaking the media and promotions targeting into buckets not just based on seasonality but based on opportunity and contribution. We'd define these as regional, short-haul and long-haul. Each would receive an appropriate share by season. The concept here is to cast as wide a net as possible while still appropriately focusing on core metro areas. We've seen tremendous long-haul contributions for Florida-based clients from markets like Minneapolis, Cleveland, Pittsburgh, and Denver. And closer in from the Carolinas, Nashville and New Orleans. At MMGY, we are surgical in our planning and have a proven track record for successfully stretching clients budgets further than they ever thought they could reach.

STORY PILLARS

With so many places to explore, this is how you get the most out of your Greater Fort Lauderdale Vacation

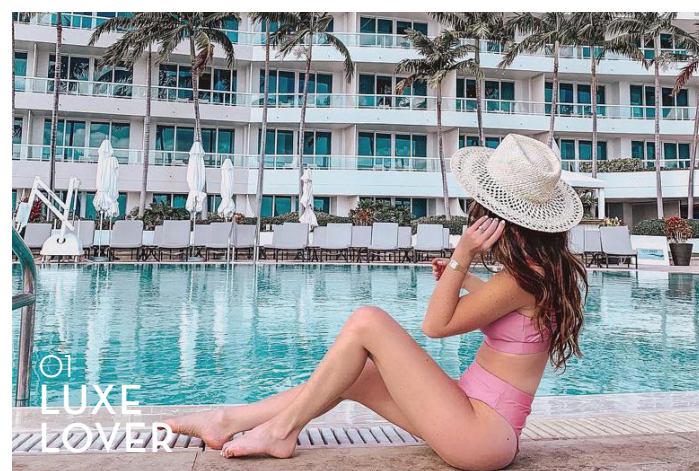
SUN, SAND & SEA – Beaches, Boating, Cruise, Fishing, Sea Turtles, Scenic Highway, Snorkeling, Waterways and more

URBAN PLAY – Shopping, Spas, Museums, Riverwalk District, Hard Rock Live, Nightlife, Casinos & Gambling and more

KEEP IT LOCAL – Local Festivals, Sports, Performing Arts, History, Artists, Mural Project, Local Film/Music/Fashion

CULINARY CULTURE – Dock and Dine, Al Fresco Dining, Craft Brewing & Distilleries, Multicultural Cuisine, Seafood and more

BEYOND THE BEACHES – Everglades Holiday Park, Butterfly World, Botanical Gardens and more



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

CURRENT TRENDS & THEIR POTENTIAL IMPACT ON GREATER FORT LAUDERDALE TOURISM

While trends directly related to tourism are essential to consider while developing an effective marketing plan, we often consider more significant, more consumer-centric trends to be the true for our marketing journey.

SUSTAINABILITY & OVERTOURISM

The challenges of increased tourism are multifaceted, and each destination has its reasons for looking to manage overtourism. Whether the threat is ecological, historical, architectural or financial the impact is always most evident to the residents. Demonstrating to residents that there is a concerted effort to keep the negative tourism impact minimal while growing its benefits is essential to the future of a healthy tourism program.

Moving forward, there should continue to be a focus on educating visitors before and during their visit on ways to minimize the impact they leave behind. And, going forward, creating a platform to inform residents about the experiences supported by tourism, alongside its economic impact, will buoy up the program for the long term.

THE AFFLUENT HOUSEHOLD

The affluent consumer is changing. They are more likely to be married and more likely to live in a household with two income-earning adults. The younger affluent audience represents a much more diverse audience, with 14 percent of affluent Millennials identifying as Hispanic, 12 percent Asian and 7 percent Black.

From our *Portrait of American Traveler*®, we know that nine percent of American travelers are affluent travelers interested in visiting Fort Lauderdale during the next two years. This accounts for nearly 5.1 million households. Approximately 90 percent of these travelers are looking for value for the price. They want to know the money they are spending will deliver the quality of experience they expect and demand. Seven in 10 of these travelers are willing to pay the full price on a vacation, as long as they're guaranteed the quality and service they feel they deserve.

The future of hospitality is all about luxury, given the ability to drive higher rates and more profitability – and the future of luxury is about delivering a unique, more personalized product that justifies the higher rates.

EXPERIENTIAL CULTURE

2019 is the year for the GFLCVB to capitalize on its advantages and be bold. Competition for inspiration and consideration will only get more fierce. Every destination can tout the things they have to see and do. Not every destination can OWN every experience. GFLCVB is an exception. Whether in the summer or the winter, GFLCVB owns the things every traveler wants – beautiful coastline and scenery. Scenic beauty is the number one desirable feature of any destination travelers consider.

For marketing, this means creating and delivering an engaging storyline – one that flows seamlessly through the touch points that travelers encounter. This storyline should convey a personal connection and reaches a potential traveler before they know where they want to go, it should spark inspiration and make a connection that requires further research.

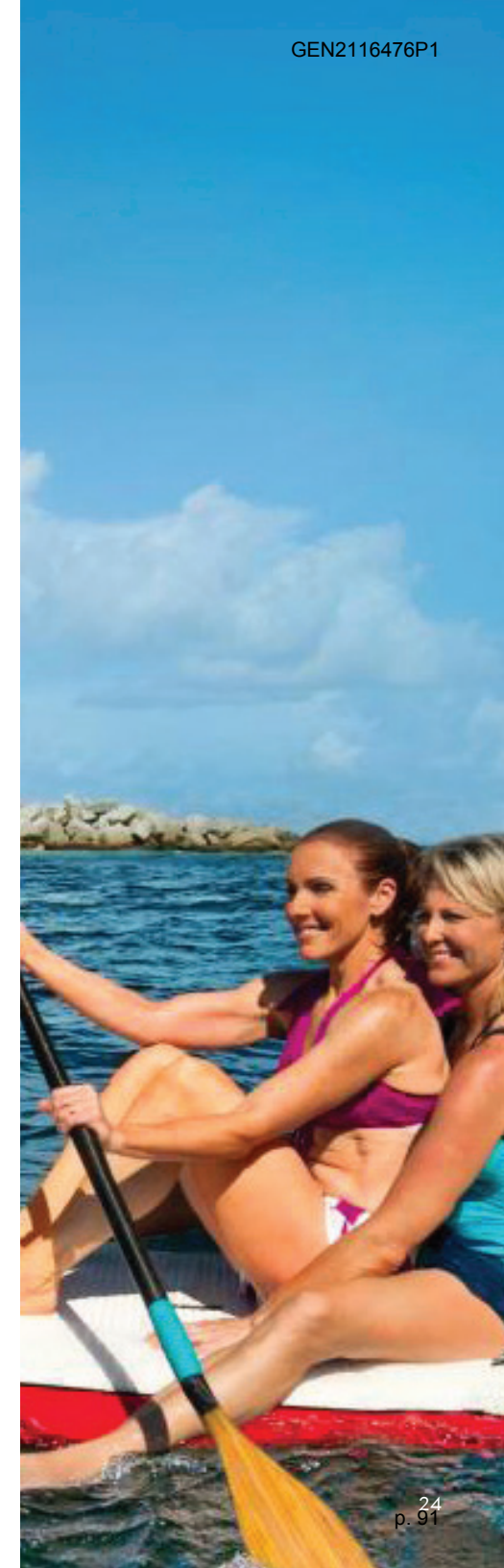
INCLUSIVITY

Inclusive advertising is something many talk about but few can accomplish in a meaningful way. Recent research has shown that inclusive ads are 25 percent more effective and more emotionally engaging than non-inclusive ads.

INCLUSIVE ADS ARE 25% MORE EFFECTIVE AND
MORE EMOTIONALLY ENGAGING.

Our research sites that consumers in general embrace brands that represent them, which they feel “know them.” Our *Portrait of American Traveler*® study discovers that people love to travel to places that “say a lot about them.”

The GFLCVB has already taken significant steps toward putting a more diverse and inclusive image in campaigns. Now is the time to ramp that up even more. We should be delivering on the personal beliefs, intentions and stories that visitors of all kinds seek. Moreover, we should be representing the many elements of a traveler's life that span their stages of living: single, friends, couples, young and old families, retired and empty nesters. These travelers need to know and want to know that GFLCVB knows them, GFLCVB wants them and that GFLCVB welcomes them.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

THE WAY FORWARD

MMGY knows travel. We know what travelers dream about and then what they do. We know how the economics of travel affect a destination, both centrally and distributed. We know that there isn't one way to reach everyone who could, or should, want to visit us. This is why we approach our plans with an awareness unmatched by others in our business.

At MMGY, we're integrated on behalf of our clients. We focus on results. We challenge everything, and our only success comes with the success of our clients. We are committed to producing the most efficient, impactful and inclusive campaign for tourism ever enjoyed by a CVB.

While 53 percent of visitors to Fort Lauderdale are interested in beach and waterfront activities, we know that 36 percent are interested in culinary experiences and 29 percent are interested in shopping. It's important that we continue to drive tourism beyond the beach and drive visitation and activity throughout the county.

36% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN CULINARY EXPERIENCES

29% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN SHOPPING EXPERIENCES

That is why we will craft our strategy and approach to do just that, as well as working to find higher-yielding visitors to increase spend and ROI for the GFLCVB.

To do this, we will:

- Create a brand and subsequent campaign that connects with our travelers on an emotional level
- Meaningfully engage partners in cooperative efforts
- Deliver visitors to every corner of the Greater Fort Lauderdale area

MOVING FORWARD

When moving into the Create portion of our relationship with the GFLCVB, we will be guided by the following four tenants born from our experience and insights.

01
MAKE IT
PERSONAL

02
MAKE A
STATEMENT

03
MAKE IT
INCLUSIVE

04
MAKE IT
FUN

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

BRANDING APPROACH

It is our understanding that the GFLCVB is currently working with DestinationNEXT on gathering valuable research and developing a multiphase strategic and transformational roadmap for the GFLCVB. This roadmap, combined with the invaluable input you'll be receiving from partners, local business and residents, will greatly inform our branding process.



If given the opportunity to work with GFLCVB to develop and define the destination's identity and future brand in addition to the advertising campaign work, MMGY will use our multidimensional process called HEMISPHERES™. This proven process leads to a more imaginative and compelling positioning strategy for your destination.

HEMISPHERES™ is a process that carefully considers the input of various stakeholders throughout your destination. We do not consider the personality we create to be simply a brand for tourism. Rather, it becomes a unifying identity for all of the Greater Fort Lauderdale area. Thus, tourism stakeholders, business stakeholders and residents all have a connection to the brand that they effectively and consistently communicate to their respective audiences. We create brands that transcend language to create a deeper cultural understanding of the destinations we represent.

WE BELIEVE THERE ARE TWO SIDES TO EVERY BRAND.

One side of the brand is based on facts and figures, while the other deals solely with feelings. While most agencies tend to focus on one, MMGY has created the travel industry's first process that brings both sides together – the rational and emotional needs of travelers.

Just as each side of the brain controls different functions, HEMISPHERES™ divides the process into two phases: Brand Analysis and Brand Architecture.

HEMISPHERES™ DELIVERABLES

The HEMISPHERES™ process would result in the following deliverables for the GFLCVB brand:

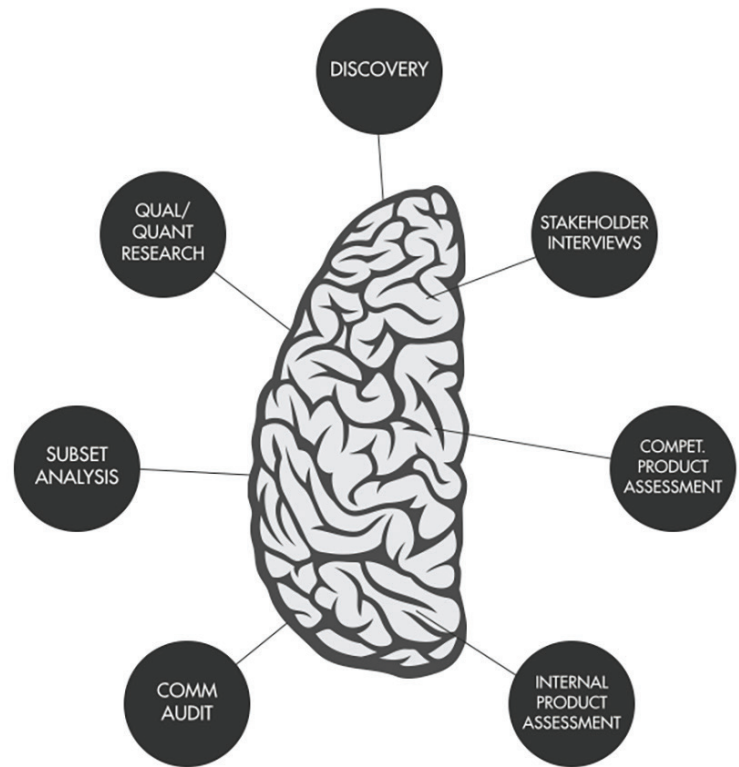
- Stakeholder interview summary insights
- Competitive positioning analysis
- Perceptual map(s)
- Summary brand insights
- Positioning statement
- Brand essence
- Brand values
- Brand promise
- Brand experience
- Brand voice
- Brand video anthem
- Brand bible

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 - CREATE

BRAND ANALYSIS

During the Brand Analysis portion of our process, we first collect and analyze the facts and data related to the Fort Lauderdale tourism experience. This discovery includes a review of all relevant background materials, stakeholder interviews, competitive landscape, product assessment and more. Brand Analysis can be separated into four primary stages: Discovery, Stakeholder Interviews, Competitive Analysis and Audience Research. Depending on the extent of the DestinationNEXT research, this phase might focus primarily on stakeholder interviews.



BRAND ANALYSIS KEY MILESTONES

DISCOVERY

- Review of primary and secondary research specific to domestic travel, markets, customers and channel partners
- Discovery briefing session and familiarization visit to the Greater Fort Lauderdale area

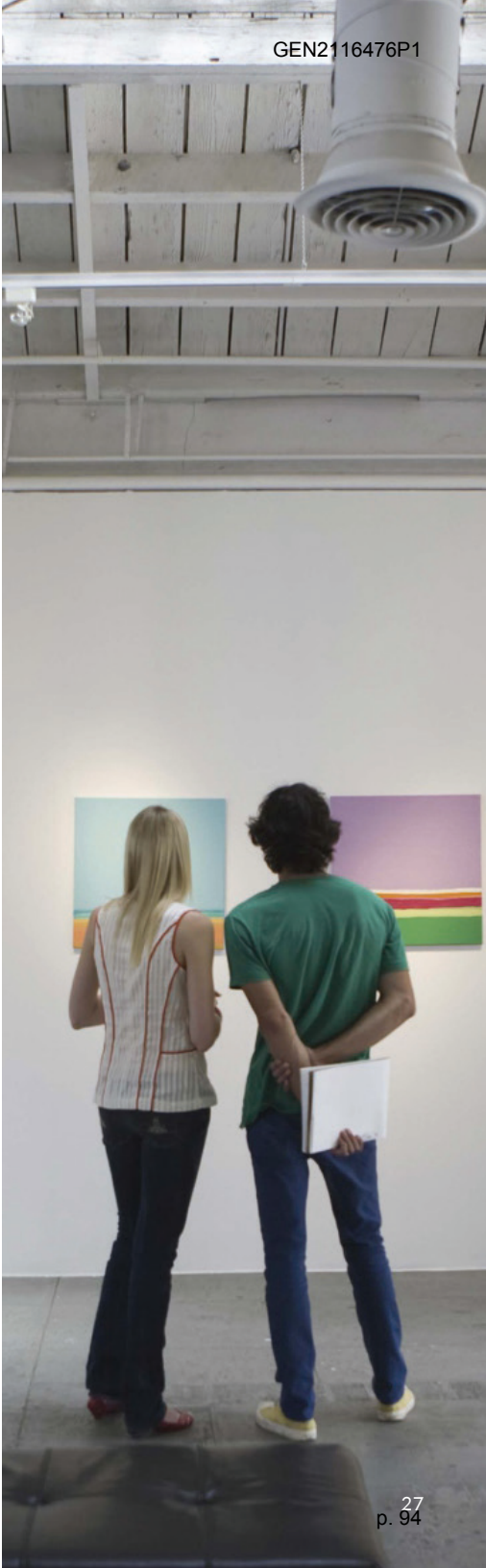
STAKEHOLDER INTERVIEW

We conduct a series of individual and/or group interviews with key stakeholders to learn about your brand values, current perceptions of the destination experience and relevant audiences, as well as how stakeholders wish for it to be perceived. During these interviews, we will also gain input about your biggest challenges, competitive positioning status and your most compelling opportunities.

ASSESSMENTS & AUDITS

We conduct a number of assessments and audits in order to fully analyze your brand's current identity.

- Competitive destination review and analysis
- Visitor experience audit
 - Signage and messaging
 - Sense of arrival
 - Destination personality and consistency
- Communications audit
 - Advertising
 - Press releases
 - Website
 - Collateral



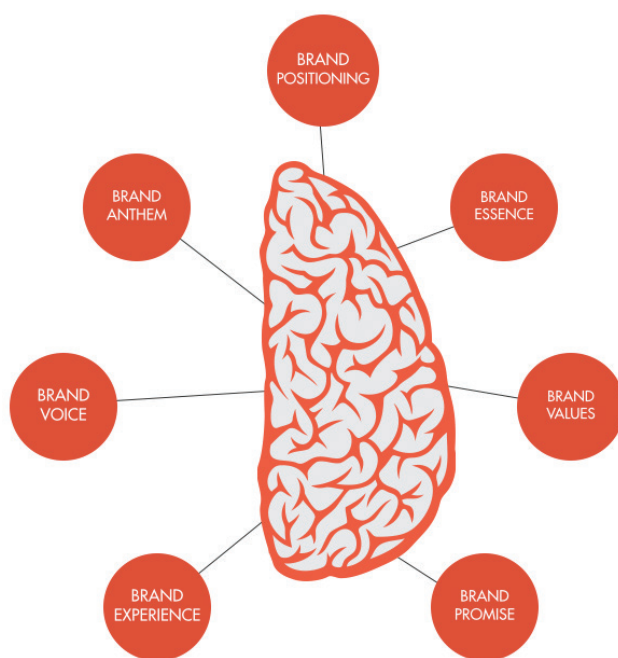
03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

YOUR BRAND ROADMAP

Once our initial Brand Analysis is complete, we will build a roadmap for the Greater Fort Lauderdale Convention & Visitors Bureau to move forward. This architectural platform includes a positioning statement, brand essence, brand values, a brand promise, a description of the brand experience and a brand personality or voice. It also features a brand anthem that brings the brand to life through imagery and music to tell its story in a more emotional way.

We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills. At that point, the right brain takes over, and your brand begins to come alive.



BRAND ROADMAP KEY DELIVERABLE

POSITIONING STATEMENT

Your positioning statement will be structured into four distinct sections:

1. The core audience with whom your brand needs to resonate
2. The very nature of what your destination's identity offers
3. The relevant and compelling point of differentiation
4. The motivating benefit to your audiences, employees and stakeholders

BRAND ESSENCE

The Brand Essence is a distillation of your positioning statement. It is not a tag line or a slogan, typically, but rather a succinct word or phrase that powerfully captures the unique benefit your personality conveys every time your audience comes in contact with it.

BRAND BIBLE

This is your brand compendium, explaining all phases of the brand architecture – a valuable book for anyone who comes in contact with the brand, including staff, partners, vendors, etc.

OUR CREATIVE PHILOSOPHY

We inspire people to go places. And when you're a source of inspiration, you have the power to make great things happen.

QUESTION EVERYTHING.

Inquiry lies at the heart of truly impactful creative. We're in the business of providing new solutions to old problems. Success doesn't follow the status quo.

RELISH TENSION.

In order to solve problems for the people we inspire, we must embrace their problems.

BE HUMAN.

Yes, we have a lot of data. But we'd be so wrong to just stop there. We make it our mission to use data to deeply understand the lives of the humans we set out to inspire.

"We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills."

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

THE CITY OF CLEVELAND - OVERCOMING AN IDENTITY CRISIS

RESULT

Ever since its river caught on fire in the late '60s, the city of Cleveland had become the punch line to seemingly every joke. In addition to a steady economic decline, their sports teams hadn't won a championship in years, and they were always near or at the top of the list of the nation's most miserable cities. MMGY was tasked with rebranding Cleveland to overcome its identity crisis.

ACTION

Originally, we were asked to build a brand around "Cleveland Rocks." After talking with numerous stakeholders and potential guests, it was clear that while "Cleveland Rocks" was well-known, it had lost relevance. It would take more than a tag line to overcome the challenges that the city faced.

The new brand focuses on Cleveland's attitude, not its assets. The initial social campaign was designed to make Clevelanders a part of the brand, along with the introductory print, television, digital and Twitter campaign that celebrates how Cleveland has never been a place for people who follow the herd. A new logo identity, photography and video assets were created to match the new brand and attitude.

CAMPAIGN RESULTS

2016 REPUBLICAN NATIONAL CONVENTION HOST CITY

USA TODAY CITED THE CITY'S NEW ATTITUDE AS ONE OF THE FIVE REASONS WHY IT WON THE RNC

BEST IN SHOW ADRIAN AWARD

AS WELL AS A NUMBER OF ACCOLADES FROM PUBLICATIONS SUCH AS *THE NEW YORK TIMES*, *TRAVEL+LEISURE* AND FODOR'S TRAVEL AS A DESTINATION OF CHOICE IN 2015

23% INCREASE
IN INTEREST TO VISIT

3.7% INCREASE
IN VISITORS TO CLEVELAND



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

HOW WE CREATE A STRATEGIC ADVERTISING CAMPAIGN

Once we have a sound brand foundation and position we move into creative campaign development. Our creative inspiration is born from insight, and we believe insight should come from a data-led strategy. Using our proprietary research and the secondary research tools we subscribe to, our strategy team works in tandem with our planning and creative teams to derive key actionable insights that lead to our core strategic ideas.

Our campaign planning process maps out the following four categories:

- Consumer
- Culture
- Competitive
- Product

While the core idea is not meant to be a consumer-facing line, the core idea is the “red thread” that lives throughout our work. It pushes our teams to bigger ideas, and it holds us all accountable to ensure our work stays true to our strategy and our brand. This core strategic idea feeds into our creative campaign brief and subsequently our campaign concepts.

Good strategy lives at the intersection of business and creativity.
When we understand and break down the business needs, we can
find a true ownable opportunity to drive our core strategic idea.

CONSUMER

- Who is our audience?
- What do we know about them?
- What is their perception of our brand?
- What motivates them?

CULTURE

- What is happening culturally that is relevant?
- What is happening in the news?
- What is happening within the industry?

CORE STRATEGIC IDEA

COMPETITIVE

- What is the competitive set doing?
- What trends can we derive?
- What messaging are they using?
- What white space can we own?

PRODUCT

- What broader category are we playing in?
- Who is disrupting the space?
- What are the brand knowns?
- What is the product experience?

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

BERMUDA TOURISM AUTHORITY - SOLVING A BRAND MYSTERY

RESULT

In 2015, the island of Bermuda realized their value proposition was unclear. They had fallen off the radar and were no longer a part of the conversation when people were considering travel destinations. Working closely with the Bermuda Tourism Authority, it quickly became our mission to find out why and to do something about it.

ACTION

Our HEMISPHERES™ branding process helped uncover critical insights about the brand. The result was new brand messaging that embraces Bermuda's mysterious allure, utilizing the concept of "Out Here" to help travelers connect to Bermuda's amazing mix of people, cultures and one-of-a-kind mystique.

The new brand was introduced in television spots during the Oscars as well as fully integrated marketing efforts inclusive of newspapers, magazines, out-of-home, and digital and social media. All media ran in national and regional outlets and was targeted to specific traveler personas in Bermuda's core feeder markets.

CAMPAIGN RESULTS

In its first year this campaign reached 53% of long-haul travelers in the ad markets selected (which translates into 11.7 million people) and contributed to a 15.5% increase YOY in U.S. travelers to Bermuda in 2016. And after focused efforts to draw in a younger demographic, 83% of the increase was travelers the age of 45.

The brand and our advertising efforts continue to drive interest, engagement and travel to Bermuda today. Overall, 2018 leisure air arrivals increased by 11.7% YOY and leisure spending has increased by 28%.

15.5% INCREASE
IN U.S. TRAVELERS TO BERMUDA

24,000 NEW TRIPS
TO BERMUDA FROM CANADA

\$17.1 MILLION
IN VISITOR EXPENDITURES

\$12.50 ROI
IN VISITOR SPENDING



DEPLOYING EFFECTIVE & EFFICIENT MEDIA

Through the combination of our custom first-party database of known travelers collected and refreshed monthly by DK Shifflet, the enrichment provided by Experian, and the insights obtained through the analysis of our clients own data, Terminal supports the creation of highly defined and refined prospect audiences. Audiences constructed to best represent the highest potential valued visitor. In addition to the audience definitions and details uncovered through Terminal, we also gain guidance for creative and messaging, and the ideal media for reaching them.

MMGY designed a best-in-class solution for identifying, targeting and converting travelers into customers for our clients. This product is called Terminal and consolidates first-, second- and third-party data sources into actionable and addressable audience clusters.

In the end, we know who we want, what they would respond to and how to reach them.

AUDIENCE-CENTRIC APPROACH

Our commitment to providing deep expertise and guidance across all travel consumer touch points provides a competitive advantage to our clients. As the media landscape continues to evolve, MMGY stays ahead of the trends by focusing on research and real-time data analysis to make educated marketing decisions that create measurable results impacting visitation. We, with your specific objectives in mind, filter in travel and usability insights from our proprietary research and choose the right execution to fit your needs.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

OUR MEDIA BUYING PHILOSOPHY

Once overall budget is approved, the team creates a detailed brief outlining the KPIs and targeting parameters of the media campaign to ensure all vendors are informed of the expectations of the campaign. After thorough negotiation of vendor proposals, we pick the top partners and move forward with appropriate tracking methods (with a heavy focus on tracking digital channels) to ensure measurement.

For digital placements, we use third party tracking. MMGY is able to track from initial exposure through conversion, allowing for continuous optimizations to take place throughout the campaign for increased efficiencies. We leverage our industry partnerships to buy media placements that can easily be canceled or shifted within reason. The result is a fluid and nimble media buying process that evolves over the life of the campaign to maximize return on investment based on metrics and KPIs.

Successful media partnerships rely on the following:

LEADING WITH DATA

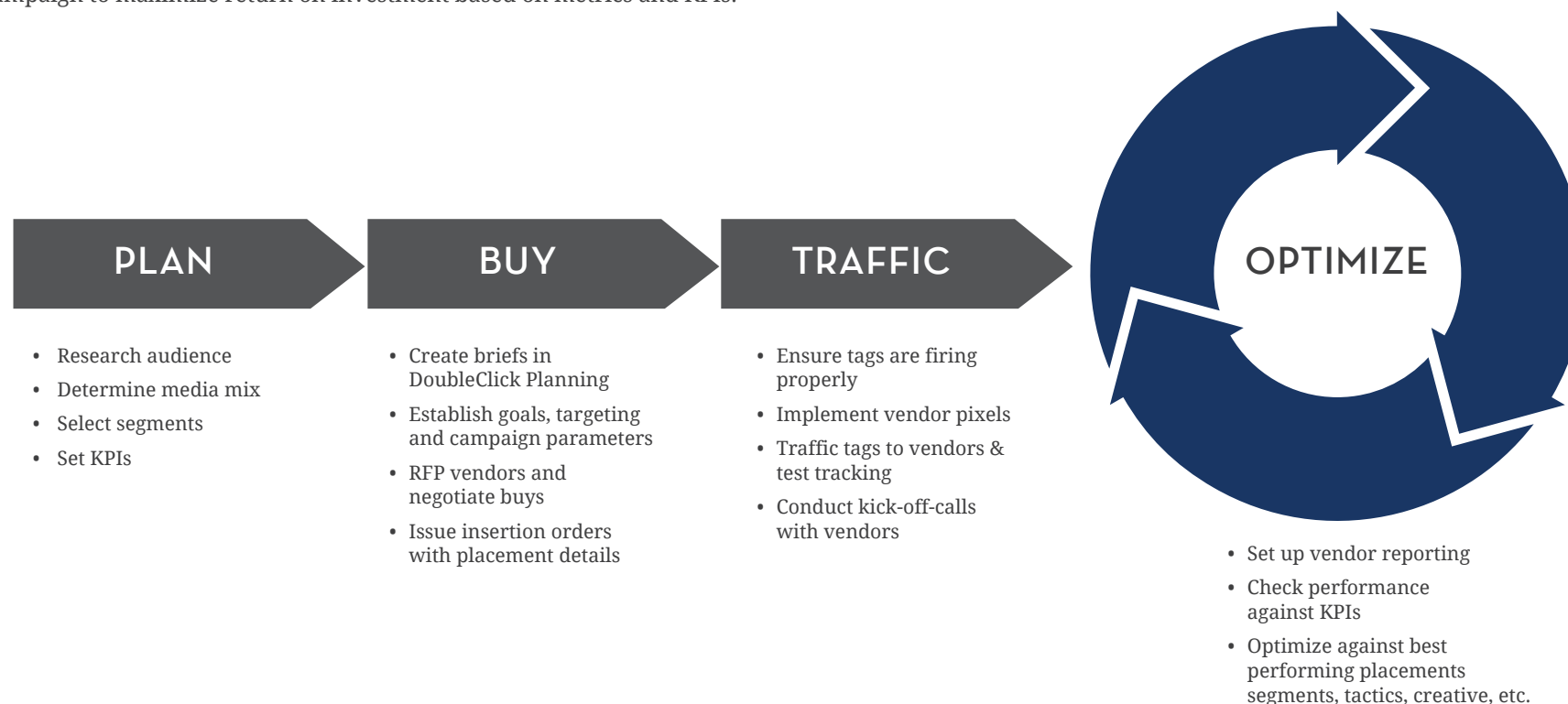
Use research to inform consumer decisions and shape media mix.

LEVERAGING VENDOR RELATIONSHIPS

Our teams have increased buying power, travel experience, and exclusive access.

MEASURING WHAT MATTERS

Together, we must commit to successful, measurable KPIs.

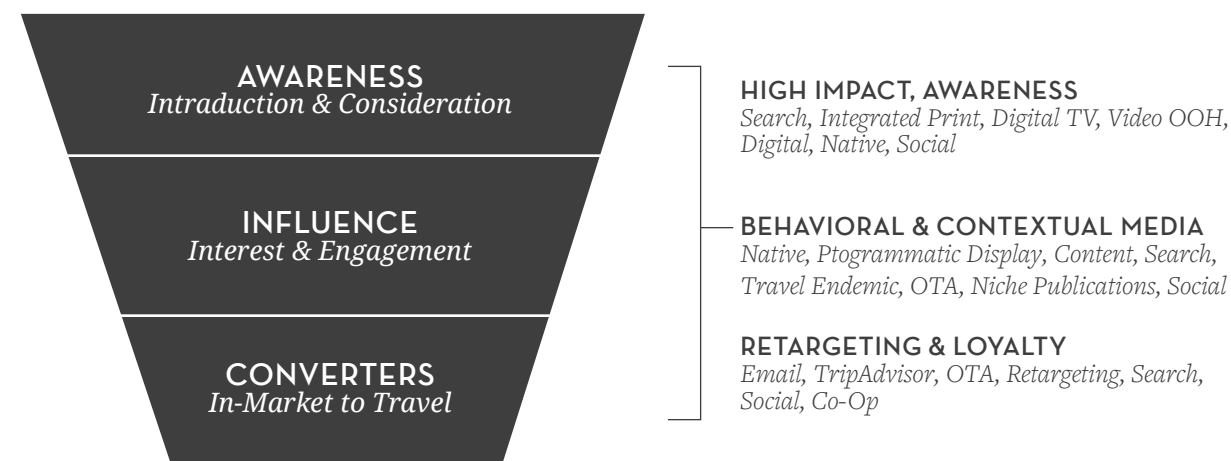


03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 - DEPLOY §

PURPOSEFUL PLANNING & FULL-FUNNEL APPROACH

While we know in today's cluttered landscape, there is no clear linear path to visit, but there is a consumer journey that allows us to ensure we are purposeful with our media to align with the need of the consumer during that journey. This approach enables our media and our media vendors to have a clear focus of targeting efforts and tactics to ensure we don't oversaturate the same person with the same message and, instead, we're changing our message and medium based on where they come in during their planning cycle. Not only does this make the messaging more relevant, but it also allows us to ensure we don't buy against or cannibalize ourselves with the same data, resulting in raised CPMs. By untangling the media, we have a clearer view into each phase and the expected KPIs associated with each phase and the proper weighting according to function. This way, we don't expect Expedia to deliver a low CPE on the website when their purpose is to get bookings, nor do we expect a top-of-funnel ad to drive visitation but instead we look at how it helped other vendors drive that traffic.



THE IMPORTANCE OF DIGITAL MARKETING

In today's marketing landscape, consumers are turning to multiple sources of information, influence and inspiration. Gone are the days when our media strategies could rely on a linear purchase funnel. Instead, consumer purchase paths look more like the flight of a bumblebee. Finding the right consumer in the right moment has never been more important.

There is a sea change underway in how media is consumed and distributed in our evolving world. While high-inspiration broadcast and traditional print venues still play an important role in destination marketing, new digital platforms continue to provide new opportunities to target travelers in customized and personal ways. Vendors have access to the same inventory, what differentiates MMGY is how we leverage different data segments and the data sources we use to create unique use cases and opportunities.



MODERN PURCHASE PATH - THE BUMBLEBEE EFFECT

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

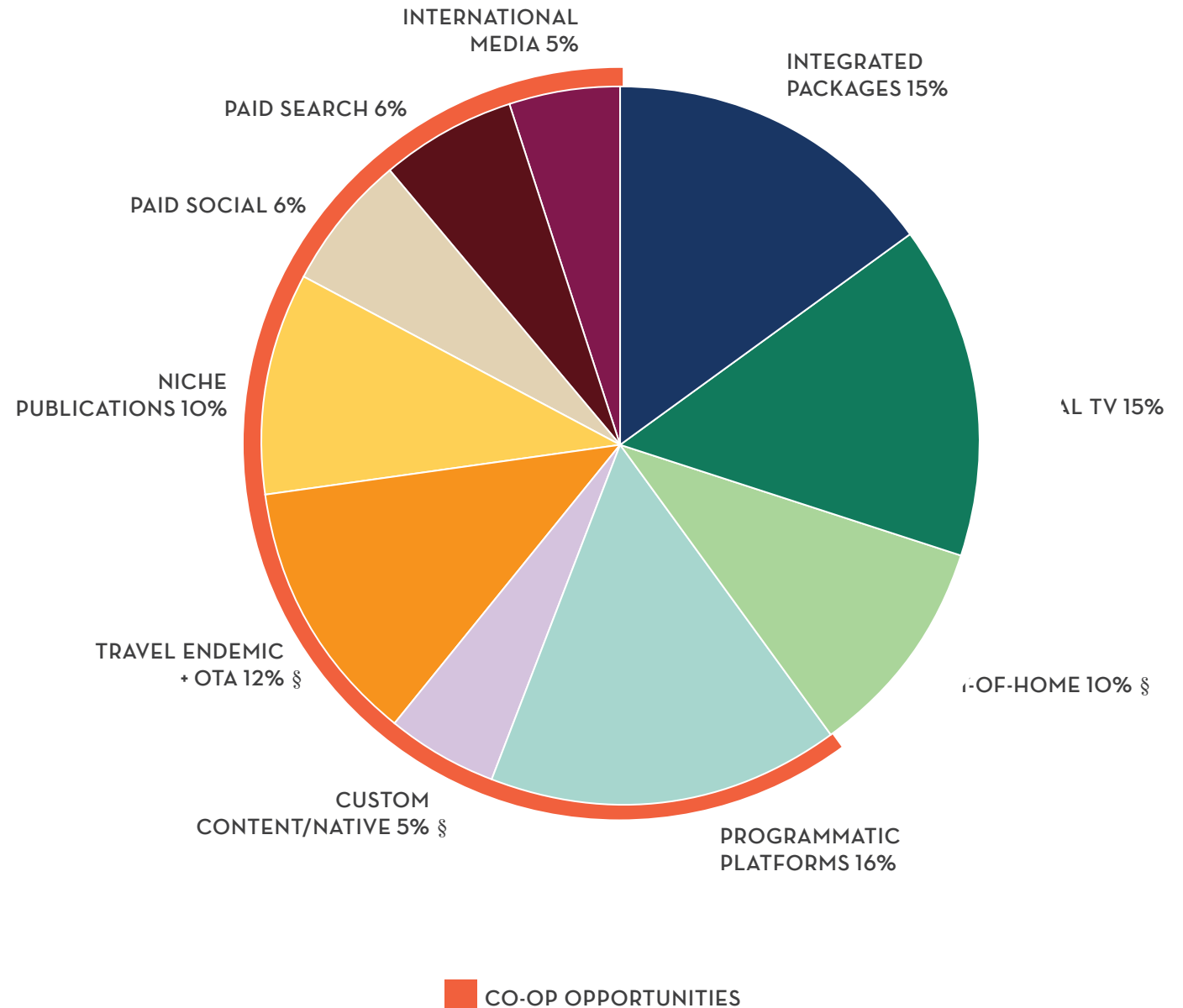
STEP 3 - DEPLOY

CREATING A MEANINGFUL MEDIA PLAN

This \$4 million sample media plan shows our initial thinking about a 2020 plan for you based on our research. Our long-standing experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when planning and buying media:

- Deep knowledge of the actions a travel consumer takes before, during and after their trip
- Insights into the nuances of travel industry trends that can profoundly affect our clients' marketing goals
- Proprietary foundational research that provides us with robust and methodical data
- Syndicated research subscriptions that deliver audience insights on media consumption, demographics and psychographics
- Preferred relationships with travel industry publishers and partners, which result in:
 - *Unmatched efficiency of our rate structures with these vendors*
 - *The opportunity to execute first-to-market media programs*
 - *Established historical performance data on which to base key performance indicators*
 - *Added value above and beyond standard*

Once working together we would want to do an extensive audit of the existing media plan for the GFLCVB, however, at initial glance, we believe there are many efficiencies that can be made across medium and audience. Our focus is to look at the top mediums that align with our destination partner needs and then craft a performance based plan to best reach our target audiences. Instead of working with every publisher, we isolate those that best index through research with your target and create plans for maximum reach and frequency tied both broad based media and targeted digital together.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

INTEGRATED MEDIA

Media usage is simultaneous. Travelers are frenetic in their decision-making and use numerous sources when planning travel. Traditional media opportunities identified are layered into surround sound 360-degree campaigns to increase scale and achieve fully integrated programs. MMGY collaborates in tandem with our clients and publishers to create a package with print, digital and social extensions. Off card rates with added-value extensions are very typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included and ensure we extend our brand through the voice of our partners.

DIGITAL TV

The ways in which we can reach a consumer via TV in today's landscape are far greater than linear TV. Advertisers now have the option to buy via connected TV, addressable TV, advanced TV and connected TV. All which allow us as advertisers to serve over the top (OTT) video with the ability to reinforce the brand while a consumer is multitasking and watching from multiple devices. Comscore's State of OTT study in 2018 noted 59.5 million homes used OTT devices to connect to TV in a cord-cutting scenario, which equates to more than 63% of all homes with Wi-Fi. That is a 17% increase YOY. We must continue to adapt our media strategy to align with the changing consumer behavior.

59.5 MILLION HOMES USED OVER-THE-TOP
DEVICES TO CONNECT TO TV IN A CORD-
CUTTING SCENARIO.

The ability to reach TV viewers digitally allows us as advertisers the ability to mirror TV targeting online with additional third-party data and contextual targeting layered in to reach viewers in the right mindset at the right time. The shift in strategy has allowed us to move beyond standard TV demographics to target key audience attributes, makes us smarter in how we reach our key audiences.

OUT-OF-HOME & MOBILE

Out-of-home (OOH) opportunities are advancing as the in-market advertising landscape changes. Outdoor boards and transit wraps are still efficient, high-impact tools available for successful distribution, especially when placed in ZIP code locations that over-index for Greater Fort Lauderdale potential audiences. However, a wide range of new opportunities with digital OOH, non-traditional OOH and proximity-based mobile targeting are creating opportunities to reach travelers in new ways.

According to the Nielsen and Outdoor Advertising Association of America 46% of consumers search for a brand after seeing an out-of-home advertisement. MMGY deploys a variety of tactics to ensure accurate location targeting paired with OOH. Methods include latitude and longitude, Wi-Fi and IP addresses. Location-based data is used to inform marketing decisions and build audience profiles. Geo-fencing high-end shops, restaurants, venues, neighborhoods, etc. will identify affluent consumers with a propensity to travel.

46% OF CONSUMERS SEARCH FOR A BRAND
AFTER SEEING AN OUT-OF-HOME AD.

PROGRAMMATIC CROSS-DEVICE

Programmatic is no longer just a buzzword; it is the idea of buying media based on a foundation of data-informed decisions. Data is the future of how media will be bought across all channels and is not slowing its pace. We consider this both travel programmatic with vendors such as ADARA and Sojern, as well as general programmatic buys with partners such as Diligent, Conversant, Amobee and Quantcast. Targeting is inclusive of first-party client data, MMGY's Terminal data and third-party data to create behavioral, contextual and geographic profiles.

We know that using multiple devices to research and book travel is now becoming an inherent behavior among travelers. Each consumer uses an average of 3.4 devices, and more than half of all purchases take place across multiple devices.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CUSTOM CONTENT & NATIVE

Consumers are 12 times more likely to prefer a native ad versus standard display, according to MediaPost. While a mix of both is important for reach, native is an important part of the media mix to expand the voice of the destination through trusted publisher partners.

MMGY utilizes content partners to distribute both editorial-style and in-page information to hit target audiences in an authentic way. We partner with media vendors such as TripleLift that have cross-device platforms that provide advertising formats like editorial copy, video and expandable units, all within relative content environments. MMGY's media team works closely with our creative team to develop strategic native advertising campaigns either by repurposing relevant editorial content or creating new content, depending on the initiative of the campaign and client.

CONSUMERS ARE 12 TIMES MORE LIKELY TO PREFER
A NATIVE AD VERSUS STANDARD DISPLAY AD.

TRAVEL ENDEMIC & OTA

Given MMGY's focus in the travel vertical, we have close partnerships with travel endemic sites such as TripAdvisor and OTAs. These relationships lead to early access to innovative products, custom packages and an immediate understanding of what works in the travel space. Buying destination targeting in addition to origin ensures we're finding hand-raisers with interest in specific market properties outside of the identified feeder markets.

BUYING DESTINATION TARGETING IN ADDITION
TO ORIGIN ENSURES WE'RE FINDING HAND-
RAISERS WITH INTEREST IN SPECIFIC MARKET
PROPERTIES OUTSIDE OF THE IDENTIFIED
FEEDER MARKETS.

NICHE PUBLICATIONS

We understand there are specific audiences that are important to the strategy of and visitation to Fort Lauderdale. We prefer to look at audiences as part of the messaging strategy versus as specific media, but do understand there are times to look at interest segments and those niche publications that could include audience-specific messaging, such as weddings or LGBTQ but also interests that are native to the destination such as water activities, golf and culture. Where possible, we would look to layer in programmatically based on content, behavior and interest to then pick top publishers and focus those efforts like we would for the integrated packages.

WE PREFER TO LOOK AT AUDIENCES AS PART OF
MESSAGING STRATEGY VERSUS SPECIFIC MEDIA. §

INTERNATIONAL MEDIA

MMGY has a network of companies that can assist with buying in specific global markets. We leverage our existing media partnerships to extend reach where applicable digitally for efficiencies and then work with our local partners on nuances of consumer behavior in international markets. Because of our extensive destination experience, we have extensive knowledge working with international partners and co-ops like Brand USA to extend our destination brand messaging internationally. We would expect to have the same level of transparency and collaboration with all international partners as we already do with our colleagues at Hills Balfour.

WE WOULD EXPECT TO HAVE THE SAME LEVEL
OF TRANSPARENCY AND COLLABORATION WITH
ALL INTERNATIONAL PARTNERS AS WE ALREADY
DO WITH OUR COLLEAGUES AT HILLS BALFOUR.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

LEVERAGING VALUE-ADDED OPPORTUNITIES

No one is more focused on programs that drive results for the travel industry than MMGY. Our extensive experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when plan and buy media.

Preferred relationships with travel industry publishers/partners, which result in:

- Unmatched efficiency of our rate structures in these media
- The opportunity to execute first-to-market media programs established historical performance data on which to base key projected

MMGY has built partnerships across the industry with publishers like *Travel & Leisure*, *Condé Nast Traveler* and *Afar*, who offer flexible and customized solutions for our destination clients.

We would collaborate in tandem with GFLCVB and these publishers to create a package with print, digital and social extensions. Off-card rates with added value extensions are typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included.

These custom programs will enable the GFLCVB to:

- Tap into Preferred vendors' audiences across all channels, including magazine, digital (desktop, mobile, social) and video
- Reach experience-seekers known to be brand loyal
- Create awareness while driving interest and intent back to sunny.org
- Drive scale and awareness through press and media coverage extensions



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CO-OP ADVERTISING SUPPORT

MMGY has extensive experience in crafting customized co-op programs that provide an opportunity to engage a destination's industry partners at all budget levels. We will make opportunities available within travel endemic sites like TripAdvisor that typically have a prohibitive cost of entry for smaller-budget marketers. We would also recommend running data programs utilizing our Terminal product that will be tailored to each partner based on the audience alignment and category need. As you will see in our media mix, we believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.

Additionally, our teams will be available to help educate and sell these programs through to your industry partners. We have the ability to help organize, execute and present at an in-destination co-op fair for all partners to learn of the program opportunities. Whether an in-destination presentation is required or not, MMGY has experience providing a presentation kit to help sell the co-op program to partners, outlining the strategic approach, details around materials required from the partners, deadlines for participation and pricing of each opportunity.

MMGY can be available to answer questions and provide planning guidance in-destination at a co-op fair on via a webinar with partners. The destination as well as MMGY is available to continuously advise partners about the program throughout the year.

We can report on individual partner performance across touch points, providing measurement of arrivals to points of interest and partner destinations.

An example of how this would work would be to ingest GFLCVB visitor data, which is tracked through a destination partner like placeIQ or Adara Impact. Then, we would append visitation data to those users during the time frame they visited. With this engagement, we could understand where these visitors go once within the Greater Fort Lauderdale area to show impact to our partners.

GROUP SALES MARKETING APPROACH

The members of our team have been employed by airlines, tourist offices, travel companies, public relations firms, advertising agencies and other entities. Their combined experiences bring in-depth expertise to our agency. Our work in the MICE industry and our experience with tourism business events have brought successful conferences and events to our client destinations. Our direct experience with international tourist boards, incentive houses, corporate meeting planners, hotels, airlines and destination management companies gives us the ability to fully understand the MICE sales funnel. In addition, we will look to our in-house industry experts, who will provide insights to drive the success of our projects with you.

We believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 3 - DEPLOY

STARWOOD CORPORATE - A SOCIAL APPROACH TO B2B

RESULT

Starwood Hotels sought to increase booking rates at meeting facilities contained in 668 hotels scattered across North America. At the time of the campaign, there were 67,000 planners in the U.S., representing less than 1% of the total U.S. population. As the agency of record for Starwood, MMGY was tasked with producing work via social media channels in order to increase the number of business meetings.

ACTION

Through a cooperative program that included the SPG Pro brand, we launched a Facebook advertising campaign targeting seven specific audiences. Facebook carousel units were created and refreshed every eight days to visually reflect the productive atmosphere and contemporary look and feel of the meeting spaces contained in those 668 Starwood hotels.

CAMPAIGN RESULTS

The campaign successfully reached 52,825 media planners, which correlates to 79% of the estimated total planners in the U.S. After spending only \$14,400, we drove 3,115 clicks with a CPC of \$4.62. Consequentially, this engagement sparked a total of 46 RFPs at a cost per RFP of \$314.00. In the end, the campaign resulted in a 3:1 ROI, bringing in approximately \$43,000 in revenue in a three-month time frame. After the successful performance of this initial Facebook B2B test campaign, the strategy was continued into 2017 with a threefold budget increase.

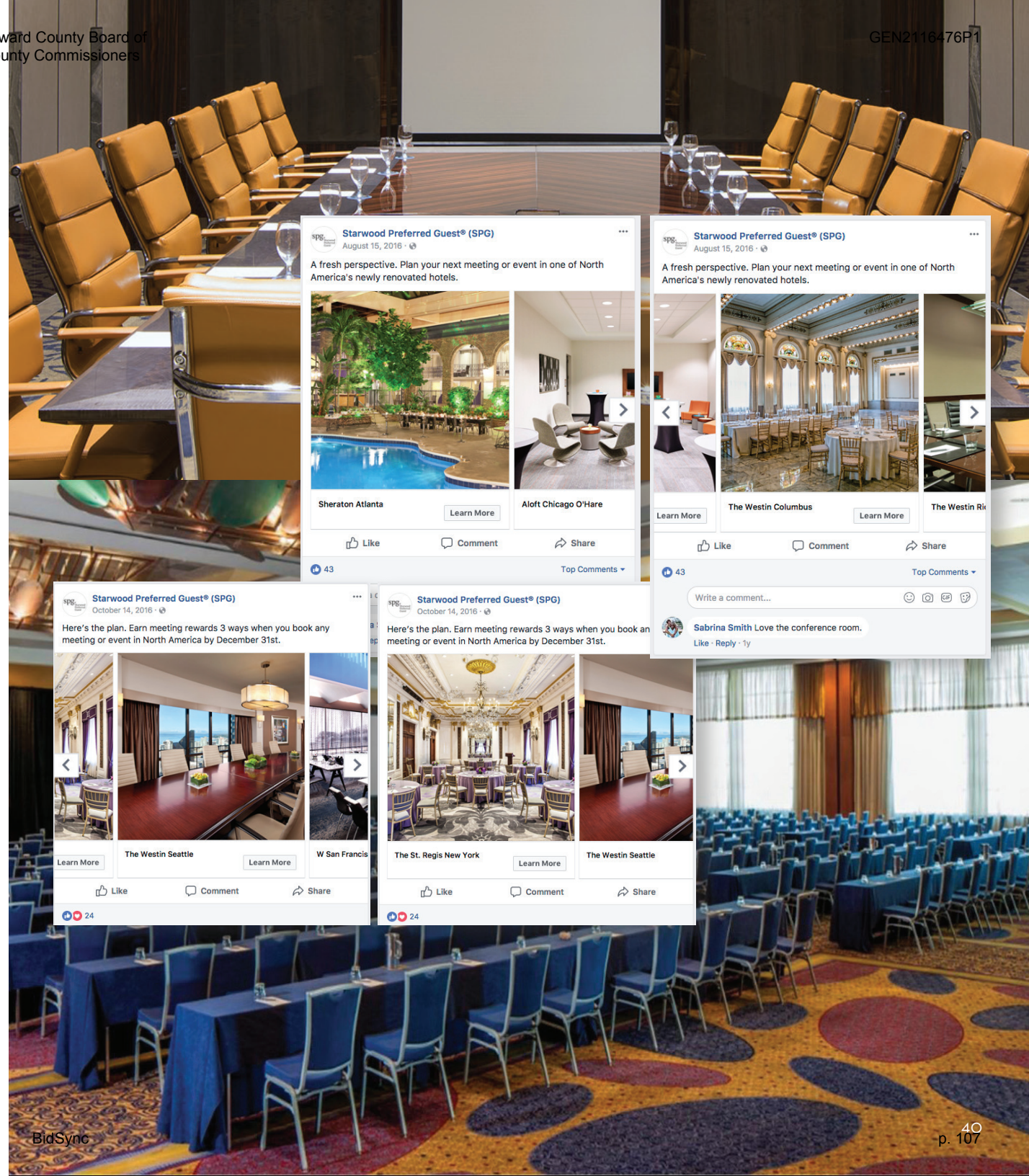
3,115 CLICKS

AFTER SPENDING ONLY \$14,400

\$4.62 CPC

RESULTING IN 46 RFPs

\$314 COST PER RFP WITH A 3:1 ROI

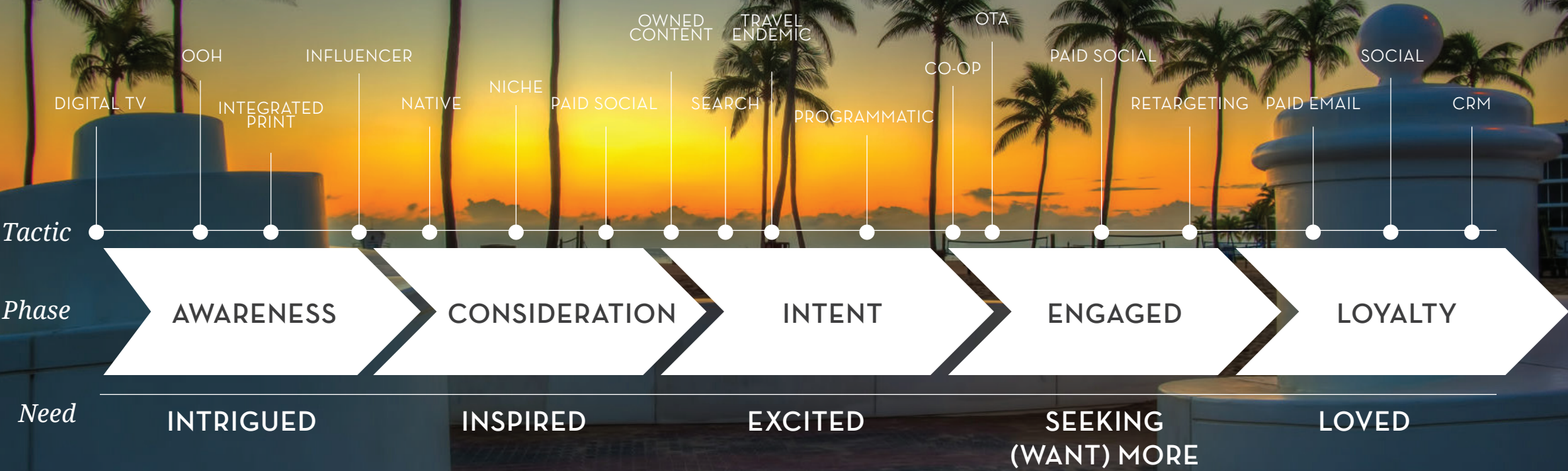


O3 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 - DEPLOY

THE JOURNEY OF A POTENTIAL VISITOR

The following illustration shows how we might move a potential visitor along the consumer journey with specific tactics, each with their own purpose and expected outcome.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

DRIVEN BY RESULTS

Everything we do is driven by performance. Because we work exclusively in travel and tourism, our team has the industry knowledge to create pro forma-based plans that specifically project outcomes associated with individual buys. Objectives are based on a vast foundation of historical performance data and industry benchmarks, and our campaigns are rigorously measured and optimized against these stated goals. Channel reporting is provided and reviewed with our clients on a regular basis to ensure alignment, but optimizations are conducted daily within the campaign period by our team of digital experts.

REPORTING REVIEWS & OPTIMIZATIONS

We use DoubleClick’s suite of products, including the DoubleClick marketing platform, to provide the most up-to-date, actionable data, as well as attribution tools to make smarter decisions across digital channels. MMGY also utilizes DoubleClick’s planning tools to efficiently negotiate digital media buys and quickly execute media campaigns. Campaign setup, monthly reporting, optimizing and general media analysis are all included within our fee structure. Our robust analytics platform enables us to measure the effectiveness of paid media channels and optimize performance quickly to drive immediate results.

Monthly reporting of digital media results includes:

- Constant monitoring and optimizing at the site and placement levels
- Creative performance available
- Performance tracked by a number of objectives, including site traffic, spend, revenue, and RFPs for group and wedding bookings
- Pacing of projected KPIs set by MMGY and client
- Utilizing data learnings for increased efficiencies
- Insights and trends provided
- MMGY uses DoubleClick floodlight tags to track post impression and post click activity for 30 days from all digital media efforts for comprehensive media results

KEY PERFORMANCE INDICATORS

We believe media performance includes more than just media spend and results. It’s important to look at total results attributed to marketing dollars and in-destination results and spend.



**Not targeted goals, but utilized to measure media efficiency.*

CATEGORIES OF MEASUREMENT



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

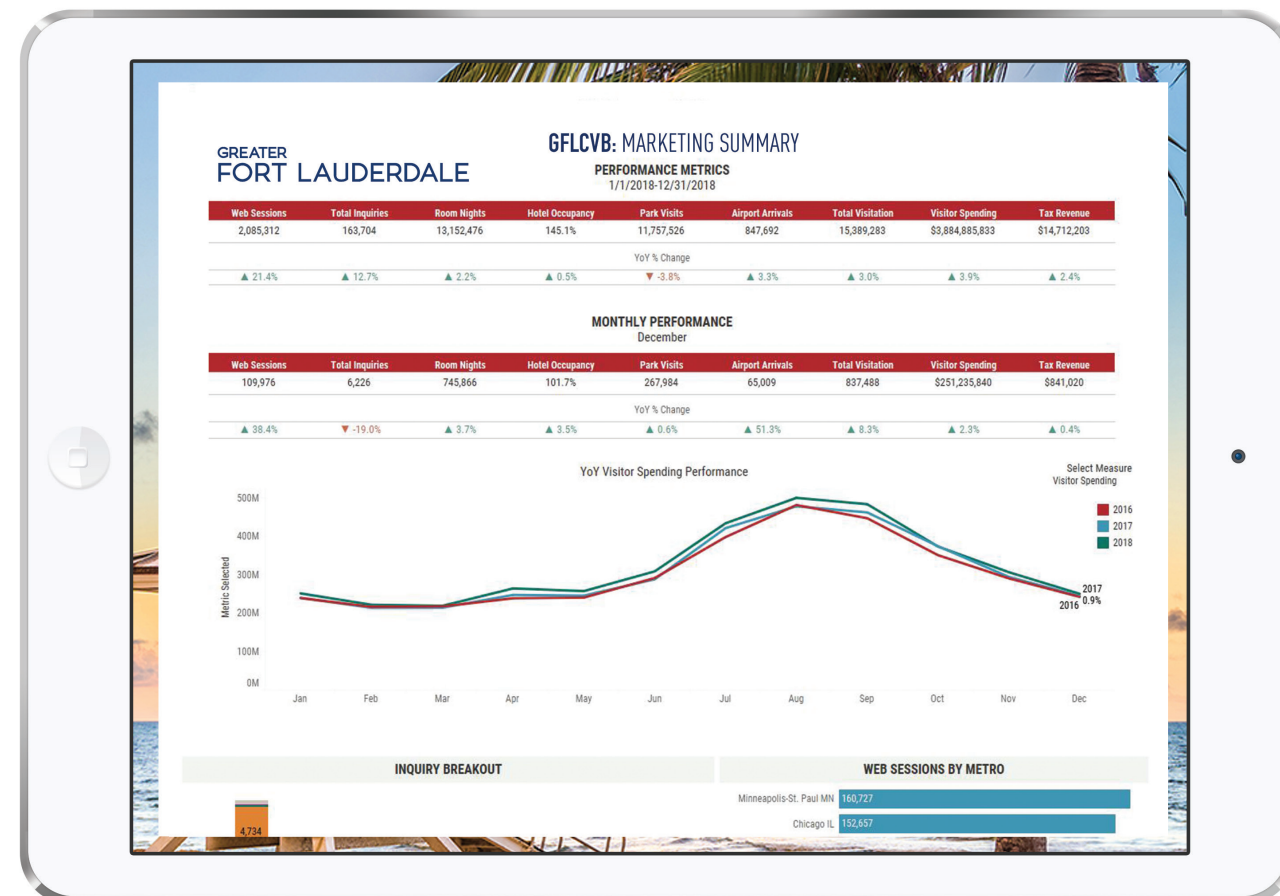
IF IT'S WORTH DOING, IT'S WORTH MEASURING

Our approach to measurement will leverage the tools already contracted by the Greater Fort Lauderdale Convention & Visitors Bureau. We will also plan to layer in mobile arrival measurement provided by our Terminal product. This technology allows us to not only view arrivals of exposed audiences but also to show where they visited. With the objective being to disperse tourists throughout the greater Fort Lauderdale area, this will be a powerful addition to the suite of tools available to us.

We understand how critical it is for an organization to exhibit direct and measurable results for marketing initiatives. In addition to new tracking capabilities and episodic, channel-specific reports (typically monthly), we'd also propose the development of an integrated dashboard. This dashboard would incorporate all destination and marketing data into a comprehensive, web-based interface that allows on-demand analysis of trends, KPIs, engagement, and conversion. We build every dashboard custom for our partners and work with you to determine the appropriate cost based on the data that will best showcase a comprehensive view of marketing efforts to key stakeholders. When designing dashboards for media clients, we display and trend key actionable metrics across different data sources with relevant time-based comparisons (such as year over year, year to date, or fiscal year to date) and monitor against set KPIs. We also build in options to filter, drill in and reveal more in-depth insights into the data. By bringing together data from a variety of sources (internal and external), our dashboards provide a comprehensive view of your business and marketing activity.

While creative and reporting aren't usually used in the same sentence, we believe data can drive better strategic direction as we can make decisions based on real results of what creative drives our travelers to action.

We'd propose the development of an integrated dashboard, designed to capture top-line metrics across channels and present them to the Greater Fort Lauderdale Convention & Visitors Bureau and the industry in an easy-to-understand format.





04
TIMELINE & PROPOSED §
COMPENSATION STRUCTURE

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

THE ROAD AHEAD

If we are awarded the business, this is a sample timeline to complete the services outlined in the RFP. If we were to simultaneously be awarded the additional branding services, we would propose an interim campaign be developed while the branding work and new creative campaign concepts are finalized.

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
ONBOARDING TEAM(S)												
Contracting, Staffing, MSA Development (July-August)												
Asset Sharing (Creative, Research, Reporting, Historical Plans, etc)												
MMGY Internal Onboarding / Debriefing												
Full Team Brand Immersion												
STRATEGIC PLANNING/ANALYTICS												
Strategic Planning Outline – Delivered												
Target Market(s) and Audience Segmentation, Prospecting Analysis												
-Databases to MMGY												
-Analysis and Profile Development												
-Presentation of Segments												
Positioning Strategy / Product Differentiation												
Creative and Communication Framework												
Dashboard kickoff												
Dashboard Development												
Dashboard Launch												
CREATIVE DEVELOPMENT												
Creative Concepts Development												
-Round 1 for Review												
-Finalized Concepts												
Asset Development (complete executions to specs)												
MEDIA PLANNING												
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)												
Media Planning/RFP/Negotiation												
GTM Plan Presentation												
Formal Plan Approval												
Media Buying, Tag Implementation, Trafficking and Testing												
Media Live												
Optimization / Reporting												
ACCOUNT MANAGEMENT												
Staff Training – Living the Brand Workshops												
Status Meetings (Weekly)												
Billing (Monthly)												
Reporting (Monthly)												
Reporting (Quarterly)												
Reporting (Annually)												

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	AUGUST '20	SEPTEMBER '20	OCTOBER '20	NOVEMBER '20	DECEMBER '20	JANUARY '21	FEBRUARY '21	MARCH '21	APRIL '21	MAY '21	JUNE '21	JULY '21	AUGUST '21
STRATEGIC PLANNING/ANALYTICS													
Pre-Planning Meeting (In Person)													
Strategic Planning Outline - Delivered (Via Conference Call)													
Creative and Communication Review													
CREATIVE DEVELOPMENT													
Creative Concepts Development													
-Round 1 for Review													
-Finalized Concepts													
Asset Development (Complete Executions to Specs)													
MEDIA PLANNING													
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)													
Media Planning/RFP/Negotiation													
GTM Plan Presentation													
Media Buying, Tag Implementation, Trafficking and Testing													
Media Live													
Optimization / Reporting													
ACCOUNT MANAGEMENT													
Status Meetings (Weekly)													
Billing (Monthly)													
Reporting (Monthly)													
Reporting (Quarterly)													
Reporting (Annually)													

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	YEAR 1	YEAR 2	YEAR 3
NET MEDIA BUDGET	\$4,000,000	\$4,000,000	\$4,000,000
<i>Research-based, results-driven domestic and international integrated media buy</i>			
AGENCY SERVICES	\$903,940*	\$813,546*	\$813,546*
ACCOUNT LEADERSHIP SERVICES <i>Account leadership inclusive of all research, strategy, account management and project management. Also, stakeholder meeting attendance, co-op program management and associated MMGY travel costs.</i> <i>MMGY will provide an in-depth profile of prospective visitors to the Greater Fort Lauderdale area drawn from our proprietary consumer traveler study, Portrait of American Travelers®. This will include a custom data run to profile prospective visitors to the destination, an executive summary of key findings, recommendations and a complete set of data tables comparing your prospect audience with non-prospects. You will also have access to a senior MMGY research consultant for follow-up questions and queries throughout the year to ensure the data and analysis are valuable to your business strategy and marketing decision-making.</i> DATA SERVICES <i>Includes Terminal data modeling/analysis and audience segmentation to identify high-value customers and business strategy time to integrate the needs of the consumer with the needs of the GFLCVB. In addition to eCRM lead acquisition strategy, contact strategy design and program management. The development of an integrated dashboard designed to capture top-line metrics across channels in an easy-to-understand and shareable format is also included.</i> MEDIA SERVICES <i>Metrics-driven integrated media plan recommendations including associated media research, strategy, negotiation, buying, execution and monthly reporting. Media recommendations include co-op, paid search and paid social program setup and management.</i> CREATIVE CAMPAIGN SERVICES <i>Includes account strategy and planning time to create customer journeys, insights mapping and creative campaign briefs, as well as time of the creative team to concept, create, version and develop a results-driven creative campaign to fulfill the \$4,000,000 media plan. Also included are necessary copywriting, editing, proofreading, fact-checking and art direction services. New photography and video production to support the campaign are included as a separate budget on the following page.</i> <i>*Up to 6% of this budget has been dedicated to a CBE partner to potentially fulfill video and photography production and to assist with management of co-op efforts.</i>			
ADDITIONAL MEDIA TECH FEES	\$95,000	\$95,000	\$95,000
<i>MMGY will provide digital media ad serving through our third-party ad server. MMGY will track, verify and reconcile third-party invoicing and bill net ad serving monthly. Estimated net ad serving fees associated with a \$4,000,000 media plan are included in the monthly fee, however, this cost will fluctuate based on actual media spend.</i> <i>MMGY utilizes extensive media research via syndicated media research platforms including Nielsen Media Research, GfK MRI, Kantar, SQAD, Scarbrough, eMarketer and comScore. This research will provide the GFLCVB a competitive media analysis, consumer media insights and media recommendations.</i>			
TOTAL BUDGET	\$4,998,940	\$4,908,546	\$4,908,546
PROPOSED MONTHLY FEE	\$83,245	\$75,712	\$75,712
<i>We are willing to set aside 10% of the total compensation tied to achieving mutually agreeable goals. Using this budget as the example, agency compensation is \$998,940 and we would defer \$99,894 subject to meeting these defined objectives. By achieving these goals together, we would have the ability to earn all or a portion of the deferred fee of \$99,894 plus a negotiable 5% additional bonus to be paid as part of the deferred compensation, resulting in a total of \$149,841 if 100% of the goals are met.</i>			

ADDITIONAL NOTES:

Integrated media will be billed at net up to \$4 million, per the sample media plan. Media exceeding \$4 million will be billed at net with an additional reduced agency services fee of \$50,000 for the first \$500,000 in additional media budget. For every \$500,000 above \$4.5 million media there would be an additional reduced agency services fee of \$40,000.

There will be a \$16,000 data modeling hard cost and a data management fee (5% for Terminal-powered media) applied to the media plan if activated.

As an optional service, MMGY can provide digital ad verification through third-party technology partners. Ad verification provides real-time inventory evaluation at the impression level, blocking working media dollars from running within inappropriate content or markets or to fraudulent traffic sources (bots). The agency will report to the client at agreed upon intervals the volume of blocked impressions and associated estimated media savings as a result of ad verification. If the GFLCVB chooses this optional service, invoicing will be billed to the client at net monthly.

MMGY is flexible in how we structure our media invoicing and compensation based on client needs and requirements.

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

ADDITIONAL SERVICES	YEAR 1	YEAR 2	YEAR 3
PHOTO & VIDEO PRODUCTION			
Asset development, inclusive of photography and video content needed for campaign execution, will be billed at net. This will be estimated and preapproved before execution. Based on campaigns of similar nature, we would recommend an initial production in year one to capture primary assets needed to launch the campaign and then a follow-up production to provide supporting assets in year two. MMGY has an in-house video and photography production team capable of producing, shooting and editing campaign assets. Previous work examples and production reels can be provided. If and when outside production company resources are needed, MMGY will manage those teams as part of the production.	\$200,000–\$250,000	\$100,000–\$150,000	
BRAND DEVELOPMENT	\$90,000–\$110,000*		
HEMISPHERES™ branding process includes necessary in-destination stakeholder sessions and discovery, new brand strategy, positioning, architecture and a brand anthem, as well as a presentation to GFLCVB staff of this new positioning and brand bible development. *Additional qualitative and quantitative research needs will be assessed after a full understanding of current work with DestinationNEXT and any gaps that might exist in the research. Estimates will be created for additional research needs.			
LOGO & BRAND STANDARDS DEVELOPMENT	\$20,000–\$30,000		
Three initial concepts will be created with up to three rounds of revisions for the logo associated with the approved brand that was developed in previous phases. Final logo files will be delivered with secondary versions and multiple file and color formats. Associated brand standards documentation detailing logo usage, color palettes, etc. would be provided as well.			
ADVERSE IMPACT CAMPAIGN	\$75,000–\$100,000		
MMGY has extensive experience in crisis preparedness and response. In addition to typical PR crisis management, MMGY would recommend earmarking additional funds toward creative campaign shifts. While every situation is different, based on our past experience, we would recommend approximately \$75,000–\$100,000 toward new campaign creative and production in addition to any associated media costs.			

WHY MMGY §

WE KNOW FORT LAUDERDALE

Two agency brands within the MMGY Global Family have a over two decades of combined experience with the Greater Fort Lauderdale area. We understand the fundamental challenges and opportunities at hand. The addition of more research, extended experiential and media teams and an unparalleled creative team all focused on one thing, going great places together, means delivering even greater integrated results for the GFLCVB.

WE DEPLOY DATA-DRIVEN INTEGRATED STRATEGIES.

We go where others don't. We go where data leads us. Tools like The Portrait of the American Travelers® and Terminal tell us what channels to use, media to deploy and who to target. This data-driven approach drives results and is completely measurable.

WE INSPIRE PEOPLE TO GO PLACES.

We live and breathe travel every day. We know this industry better than anyone, and that shows through in our work for you. We can hit the ground running day one because we understand your business.

WE PUT OUR MONEY WHERE OUR MOUTH IS.

Fort Lauderdale deserves work that works. That's why we are willing to set aside 10% of the total compensation tied to making mutually-agreeable goals.

MMGY Global

Item: Flat Fee Services - Year 3

Attachments

Bid GEN2116476P1_Advertising Agency Services_MMGY Global Submission.pdf



BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS
ADVERTISING AGENCY SERVICES
BID NUMBER: GEN2116476P1 SUBMITTED BY MMGY



MMGY GLOBAL
THE WORLD'S LARGEST
TRAVEL & TOURISM
MARKETING COMPANY

MMGY Global is the world's largest integrated marketing
company specializing in the travel, hospitality and
entertainment industries.

With nearly 40 years of experience in the industry, we
offer services across all marketing channels in multiple
markets throughout the world.

Today, we represent seven brands with one goal:

TO INSPIRE PEOPLE
TO GO PLACES.



TOGETHER,
WE WILL GO GREAT PLACES.

Dear Broward County Board of County Commissioners staff, industry and partners:

Thank you for the opportunity to submit a proposal for advertising agency services to promote the Greater Fort Lauderdale Convention and Visitors Bureau. We take great pride in our integrated teams across the family of MMGY Global brands. Our branding and advertising efforts will benefit greatly from the work you're already doing with two of our agency brand teams, Hills Balfour and DK Shifflet.

Fort Lauderdale has an exciting story of transformation to tell to an entirely new generation of traveler, but as you know, promoting a destination in today's competitive environment requires finding new ways to tell a story, shape perceptions and inspire action. More than experts in advertising, we are experts in understanding today's travelers – their behaviors, influences, suspicions and motivations. We have a deep understanding of the market dynamics that drive demand for leisure, business and group travel and have the proprietary research needed to inform our strategic approach.

While relaxation is a top motivation for the Fort Lauderdale traveler, exploration rises to the top as well, and this holds even with our affluent luxury travel audience. In fact, nearly nine in 10 affluent travelers interested in visiting Fort Lauderdale are motivated to travel to explore and experience new cuisines.

We are excited about the prospect of working with you to not only increase visitation and incremental spend but further build awareness of the breadth, depth and diversity of the new, transformed Greater Fort Lauderdale experience, that takes travelers beyond the beach.

We believe our teams are in the best position to complement and enhance the tremendous success you have already enjoyed, ensuring many more years of market leadership. Thank you for the opportunity, and we can't wait to further the discussion.

Sincerely,

Justin Farmer
VP, Business Strategy

TABLE OF CONTENTS §

01	ABOUT MMGY GLOBAL
12	STAFFING PLAN
18	OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS
44	TIMELINE & PROPOSED COMPENSATION STRUCTURE
49	WHY MMGY



GREATER
FORT LAUDERDALE



GREATER
FORT LAUDERDALE

01 § ABOUT MMGY GLOBAL

01 ABOUT MMGY GLOBAL

COMPANY INFO
MMGY Global, LLC.

4601 Madison Ave.
Kansas City, MO 64112
816.472.5988

AGENCY BRAND
ALIGNMENT

We will be positioning the Greater Fort Lauderdale Convention & Visitors Bureau account under our flagship integrated marketing agency brand, MMGY.

GROSS BILLING

MMGY 2018 gross billings exceeded \$80,000,000.

TOTAL FULL-TIME STAFF

MMGY currently has 143 full-time team members.

OFFICE LOCATIONS

MMGYDC

MMGYDUBAI

MMGYKC

MMGYLA

MMGYLONDON

MMGYMADRID

MMGYMIA

MMGYNYC

IN-MARKET PRESENCE

We have hand-selected a core team across multiple MMGY Global offices with unparalleled tourism marketing experience to ensure our top staff will effectively service the Fort Lauderdale business.

We are committed to staffing a senior member of our account team in Fort Lauderdale and have already identified several ideal candidates. Should we earn the business, we would hire a Senior Account Executive with in-depth knowledge of the destination to lead the account team. This individual would be a valuable asset in building a comprehensive and integrated strategy but will also liaise with the Greater Fort Lauderdale Convention & Visitors Bureau staff and serve as industry outreach across the county.

In addition to our in-destination representative search, we will be opening a new office in Fort Lauderdale to support the business. Our operations team has begun vetting office lease options, with our ideal location being right across the street from your offices in the Plaza 100 building. We have done so previously for other DMO clients such as The Colorado Tourism Office. It would be our expectation to have both the office and representative in place at the start of our partnership with your team.



01 ABOUT MMGY GLOBAL

WHO YOU WORK WITH SAYS A LOT ABOUT YOU

MMGY currently works with over 70 of the most dynamic travel brands around the world. Below you will find the tourism destinations with which MMGY currently works. Since our entire client list is travel- and tourism-related, we have provided a selection of destination clients. Should you need additional references or clients, please request and we can certainly provide.



CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
Ann Arbor Area CVB	Branding, Research, Analytics/Planning	1
Bermuda Tourism Authority	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	3
Bloomington CVB	Advertising, Branding, CRM, Analytics/Planning, Research, Public Relations	7
Cabarrus County CVB	Web Development	7
Costa Rica Tourism	Advertising, Analytics/Planning	1
Destination Cleveland	Advertising (Creative Production), Research & Branding	5
Destination DC	Web Development, CRM, Public Relations, Media	10
Discover The Palm Beaches Florida	Research	1
El Dorado Arkansas Chamber of Commerce	Branding, Advertising, Analytics/Planning, CRM	3
Los Cabos Tourism Board	Strategy, Public Relations, Creative	4
Monterey County CVB	Strategy, Public Relations, Creative	1
Myrtle Beach	Research	1
Nassau Island Promotion Board	Research	1
Outer Banks Visitors Bureau	Advertising, CRM, Analytics/Planning, Social Media	8
San Francisco Travel	Social Media, Advertising	3

CLIENT	PROJECT/RELATIONSHIP	YEARS AS CLIENT
San Jose Tourism	Web Development, Social Media, Advertising, CRM, Analytics/Planning, Research	3
Sonoma County Tourism Board	Branding, Advertising, Analytics/Planning, Media	1
South Dakota Department of Tourism	Web Development, Social Media, Digital Media, Brand Strategy, Research, Public Relations	6
Springfield CVB	Advertising (Creative, Media)	7
The Beaches of Fort Myers & Sanibel	Advertising, Social Media, Analytics/Planning, CRM, Web Development, Public Relations	7
Tourism Vancouver	Branding, Advertising, Research	2
Tourism Ireland	CRM, Advertising, Analytics/Planning, Public Relations	2
Traverse City CVB	Advertising, Analytics/Planning, Research	1
Visit Dana Point	Branding	1
Visit Gainesville	CRM, Web Development	7
Visit Kansas City	Advertising, Analytics/Planning, CRM, Web Development, Research	5
Visit Loudoun	Web Development, CRM, Analytics/Planning	5
Visit Oakland	Branding, Advertising	1
Visit Tucson	Web Development, Branding, Research, Advertising	3
Visit West Hollywood	SEO, Media, Branding	1

With nearly 150 staff members across multiple offices, MMGY has structured its teams in a way to give autonomy to specific groups, specific clients or groups of clients. By doing so, we avoid potential workload or project overlap issues. More details on this structure can be provided upon request.

01 ABOUT MMGY GLOBAL

CONFLICT OF INTEREST

We foresee what might be considered one potential conflict of interest in working with the Greater Fort Lauderdale team. MMGY is currently the agency of record for The Beaches of Fort Myers & Sanibel. However as an organization that specializes in the travel and tourism industry, we have addressed these matters before and respect the need for security and firewalls between competing brands and clients, and we are able to satisfy this need through a number of methods:

TEAM AND STAFF ASSIGNMENTS

We will ensure that your team will not work on or cross-collaborate with accounts of similar scope and market competition.

FILE SECURITY

All proprietary information is stored on a secured drive within our server with access rights established by team members.

GEOGRAPHIC SEPARATION

Where needed, we use geographic office locations as an additional separation among teams to avoid conflict of interest. We would plan to base leadership of your account in-destination.

AGENCY BRAND DISTINCTION

MMGY Global operates seven distinct and independent agency brands, some with overlapping marketing services. As needed, we can separate competing brands between two separate agencies.

If the GFLCVB would consider The Beaches of Fort Myers & Sanibel to be a possible conflict of interest we would like the opportunity to discuss these security measure further to ensure complete comfort and compliance.

AGENCY CAPABILITIES §

RESEARCH & INSIGHTS

Our unique insights are the foundation for everything we do. MMGY uses proprietary industry and brand research to identify the habits and preferences of travelers, ensuring your marketing strategies connect with all customer segments.

BRAND DEVELOPMENT

There are two sides to every brand. Whether rebranding or interpreting an existing brand, MMGY uses our own proprietary framework called HEMISPHERES™, which leads to a more imaginative and compelling brand positioning strategy.

CONTENT STRATEGY & DEVELOPMENT

We develop custom content marketing solutions to deliver integrated multichannel strategic storytelling for clients. Our process includes content audits, tactical planning, editorial calendaring, distribution recommendations and creative content development, including but not limited to copywriting, photography and videography.

EXPERIENTIAL MARKETING

We know the importance of a brand's message. That's why our approach to experiential marketing goes beyond raising awareness. It's about elevating a brand – finding creative ways to deliver a brand's message so that consumers care. And that's exactly what we do. Whether it's a big activation or a small event, our in-house team knows how to create the right experience to make the right impact.

PAID MEDIA

We create relationships between our clients and their core audiences by developing 360-degree media campaign coverage across traditional, digital, travel trade, search, social media and mobile placements. We also integrate this plan into all channel marketing strategies.

SOCIAL

Conversations about your brand equal currency in today's multimedia landscape. As part of an integrated online marketing and public relations strategy, we offer complete, scalable, turnkey social media solutions that directly engage with influencers, followers and potential consumers.

MARKETING TECHNOLOGY

We combine creative thinking, insightful strategy and best-in-class technology to deliver online experiences that build businesses and brands. From web design and development to UX design, our services deliver online experiences that are device- and platform-agnostic – because that's what travelers demand.

CRM

As data becomes increasingly important in forming strategy and developing customer relationships, we support this discipline in-house. We integrate and analyze all available marketing data, and we develop customer segments and profiles that allow customized, data-driven contact strategies.

REPRESENTATION

We are the leader in international destination representation in North America. Through our activities, we are continually connecting with travel trade partners and stakeholders to keep our finger on the pulse of what consumers are looking for in their next international travel destinations.

PUBLIC RELATIONS

Our public relations team provides expert strategic counsel for leading travel and lifestyle brands and destinations around the world. Our key areas of expertise include strategic communications planning and implementation, traditional and online media relations, media training, crisis and issue management, and consumer and media event management.

01 ABOUT MMGY GLOBAL

SOUTH DAKOTA DEPARTMENT OF TOURISM - INTEGRATED MARKETING CAMPAIGN WITH MONUMENTAL RESULTS

SITUATION

Since 2013, South Dakota tasked us with stimulating visitation to the state. Known for one of America's most iconic monuments – Mount Rushmore – South Dakota needed increased exposure of the entire state's offerings within drive markets.

ACTION

We leveraged the influence of four presidents in mascot form, ongoing anniversaries and travel stories to start a conversation. Through PR, social media, eCRM, digital media and promotions, we helped establish the entire state of South Dakota as a must-visit destination for family road trips.

Most recently we launched a targeted drive-market campaign in Chicago, Denver and Minneapolis during summer vacation – planning time, paired with a Millennium Park activation featuring a 1 to 3 scale Mount Rushmore. The message was a simple one, from early morning to late at night, unique experiences at South Dakota's iconic monuments and landscapes are open to be discovered.

RECENT CAMPAIGN RESULTS

21% INCREASE
IN WEBSITE VISITS YOY

9.4% INCREASE
IN BOOKINGS

19% INCREASE
FOR NEW WEBSITE USERS

11.1% INCREASE
IN TOTAL TRAVELERS YOY

COMPREHENSIVE RESULTS

\$305,000
IN ADDED VALUE SAVINGS IN
FIRST THREE YEARS

8.8% INCREASE
IN VISITOR SPENDING IN
FIRST THREE YEARS

485% INCREASE \$
IN VACATION GUIDE GOAL
CONVERSIONS

4.5%
ECONOMIC IMPACT
GROWTH RATE



01 ABOUT MMGY GLOBAL

SOUTH DAKOTA DEPARTMENT OF TOURISM
REFERENCE



JAMES HAGEN
Secretary of Tourism
605.773.3301



Vendor Reference Verification Form

Broward County Solicitation No. and Title:
GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:
[South Dakota Department of Tourism](#)

Contact Name: [James Hagen](#) Title: Secretary of Tourism Reference date: [02/25/2019](#)

Contact Email: james.hagen@TravelSouthDakota.com Contact Phone: [605-773-3301](#)

Name of Referenced Project:

Contract No. Date Services Provided: Project Amount:
to

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:
[MMGY is our AOR \(Agency of Record\) for the South Dakota Department of Tourism's digital marketing, social media marketing, email marketing, Public Relations efforts, Out of Home marketing and activations.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: __EMAIL__ __VERBAL__ Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

VISIT KC - PUTTING A DESTINATION ON THE MAP

36% INCREASE IN ROI YOY



01 ABOUT MMGY GLOBAL

VISIT KC REFERENCE



TRACI MOON

Senior Vice President of Marketing & Communications

816.691.3829

"On behalf of the Visit KC team, I would like to effectively communicate the strength, trust, respect and successes of our valued partnership with MMGY Global. MMGY's strategic, creative and research-centric standards of excellence have forged our non-traditional partnership vs. client-agency relationship. The foundation of our partnership is derived from our mutual passion for KC and the travel & tourism industry. MMGY's vital research fundamentals and platforms drive our strategies – and results. The insights derived from the research and performance data allow for continual optimization, resulting in efficiencies and elevation of ROI. From the initial agency RFP process, through the evolution to our digital engagement strategy and to date, we are motivated by a strong key performance indicator that MMGY and our team possess yet cannot be trained...passion."

—
TRACI MOON

Senior Vice President of Marketing & Communications



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

[Visit KC](#)

Contact Name: [Traci Moon](#) Title: Senior Vice Preside Reference date: [03.08.19](#)

Contact Email: tmoon@visitkc.com Contact Phone: [816.691.3829](tel:816.691.3829)

Name of Referenced Project:

Contract No. _____ Date Services Provided: _____ Project Amount: _____
[02.16.16](#) to [Current](#)

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Agency of record.](#)

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Verified via: ☐ EMAIL ☐ VERBAL Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

01 ABOUT MMGY GLOBAL

DESTINATION DC - DELIVERING THE REAL DC

RESULT

As the District of Columbia's number one resource for visitors, locals, meeting planners and tour operators, Washington.org displayed an abundance of important travel information. The website design, site structure and content, however, were outdated. The team at Destination DC (DDC) also owned DCCool.com, an inspiring and authentic resource for all things DC. Full of articles, listicles, photo stories and Instagram posts, DCCool.com was everything Washington.org should have been.

ACTION

Utilizing a content-first approach to a new, responsive site combined with a sophisticated tagging structure for editorial content, we set out create a new website experience that would connect with a new generation of Washington, D.C. visitor. We worked to encourage exploration of the destination's 16 unique neighborhoods through an entirely new Neighborhoods section of the site. This section included geographic information as well as neighborhood vibe and attitude, transportation tips and local insights. In partnership with local experts in each international market, we prioritized and translated content into 10 different languages.

In addition to the website redesign and launch, we have worked closely with the Destination DC team on an in-depth content audit and SEO strategy, website personalization, chatbot implementation and most recently a brand new digital media strategy and execution.

RECENT CAMPAIGN RESULTS

48% GROWTH
IN ORGANIC TRAFFIC YOY

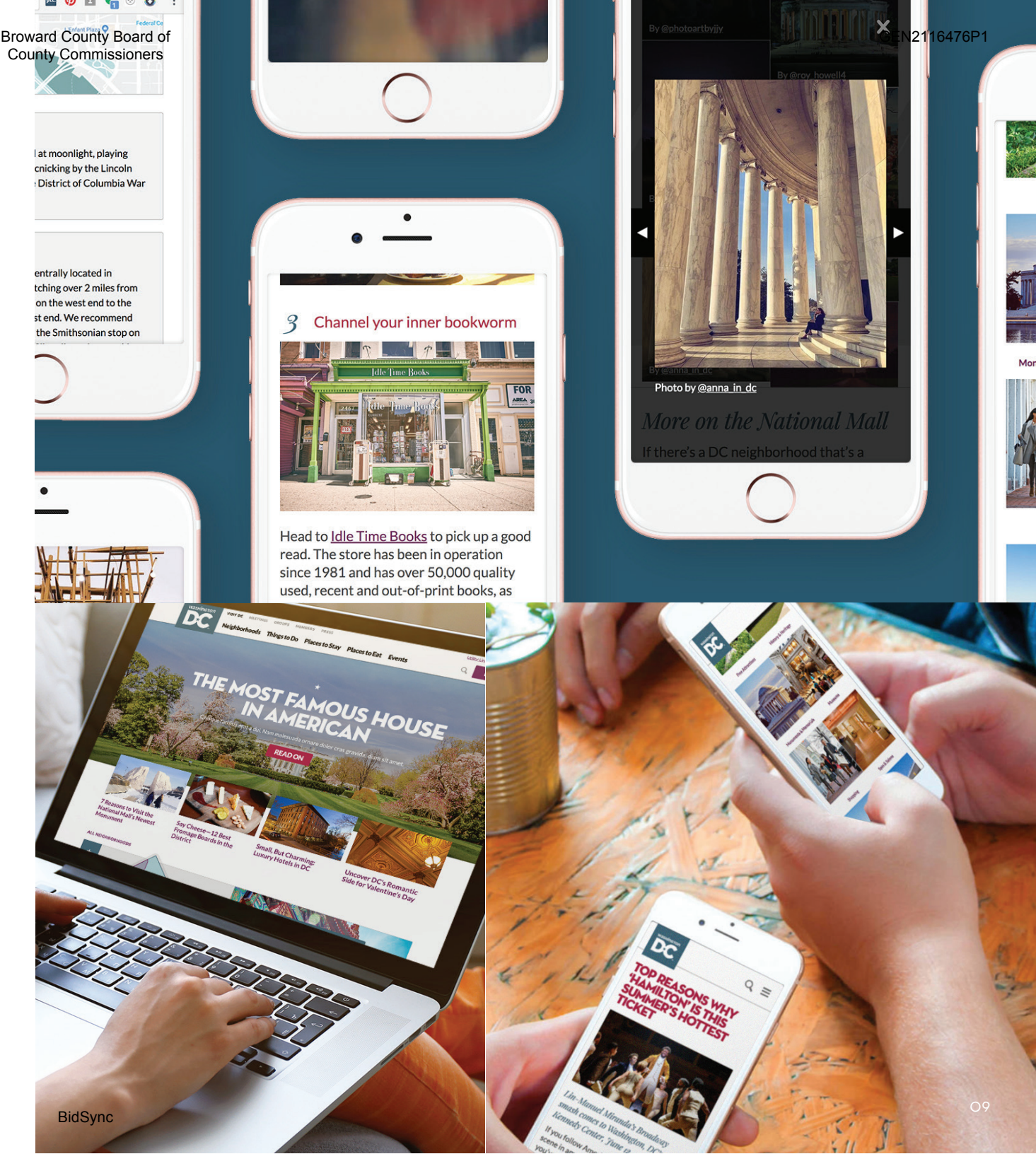
371% INCREASED
TRAFFIC TO LANDING PAGES

25% INCREASE
IN OVERALL SITE PAGEVIEWS

78% GROWTH
TO NEIGHBORHOOD PAGES

1,066% INCREASE
IN GOAL CONVERSION RATE

6% DECREASE
IN OVERALL SITE BOUNCE RATE



DESTINATION DC REFERENCE



ROBIN McCLAIN
Senior Vice President of Marketing & Communications
202.789.7099



Broward County Solicitation No. and Title:
GEN2116476P1, Advertising Agency Services

Reference for: [MMGY Global](#)

Organization/Firm Name providing reference:

DESTINATION DC

Contact Name:	Robin McClain	Title:	SVP, Marketing and Communications	Reference date:	02/26/2019
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Contact Email: robin.mcclain@destinationdc.com Contact Phone: 202-789-7099

Name of Referenced Project: **Media Planning/Buying Services**

Contract No.	Date Services Provided:	Project	Amount:
N/A	August 2018 to Present		

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed) Destination DC values our relationship with MMGY Global and what they've brought to our partnership in just six months of working together. We feel MMGY has demonstrated a high level of knowledge and ability in advertising campaign planning, and we look forward understanding the culmination of this work in our annual return on investment study.

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: Division: Date:

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WHAT MAKES US DIFFERENT

While many travel brands have increasingly searched for agencies that specialize in specific marketing channels we believe that true integration and holistic strategy drive greater marketing efficiency, stronger brand awareness and increased visitation results. This is why we have built MMGY Global as a parent company with multiple specialized agencies within our family.

Each of these agency brands within our family specializes exclusively in travel and tourism – enabling MMGY, to leverage these channel-specific experts in a truly integrated way.

We are here to

INSPIRE

We are driven by

RESULTS

*We know one industry better
than any other agency:*

TRAVEL & §
TOURISM §



02 STAFFING PLAN

ONE TEAM, TOGETHER

MMGY's fully integrated agency structure was built to maximize the contributions from every channel. Work isn't just handed off from one phase to another; rather, team members overlap as needed to provide diverse channel oversight as ideas progress. This holds true from the very beginning when the Strategy and Insights team collaborates with channel leads in the creative strategy development.

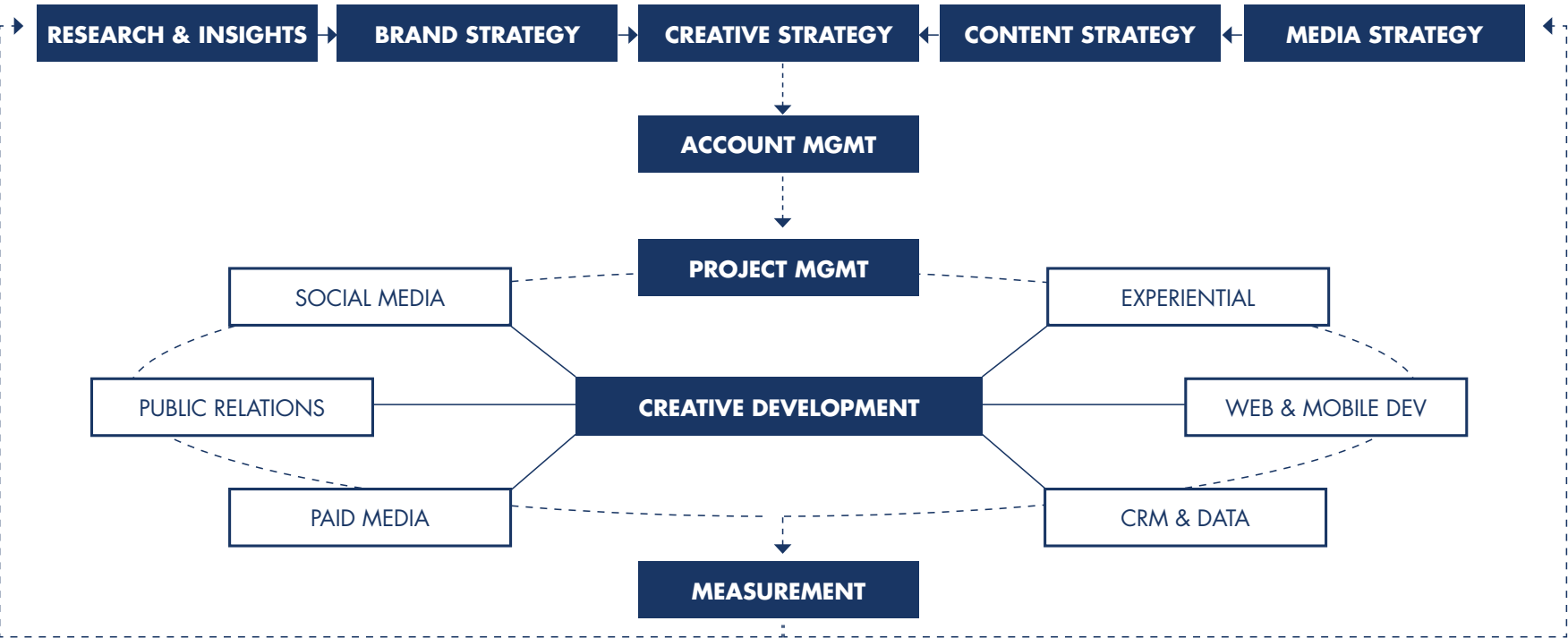
Once the project is kicked off, strategy and planning team members participate in the development of the creative ideas to hold channels accountable for delivering on the strategy, and the creative team stays engaged to support the production of the campaign.

Upon the campaign's launch, ideas continue to be challenged in a more measurable form. These learnings are leveraged to optimize campaigns and develop new ideas that drive the business.

YOUR TEAM

At MMGY, we understand how critical it is to your success and the execution of any project to have a highly dedicated and immersed team. Based on the description of the scope of services outlined within the RFP, we have composed the following best-in-class team.

MMGY's fully integrated agency structure was built to maximize the contributions from every channel.



02 STAFFING PLAN



STRATEGIC LEAD
JESSICA SCHULTZ
SVP, Media Strategy

Jessica leads the strategy and execution of MMGY’s paid media practice. She leads a team of social and media experts that develop integrated media campaigns with effective results. Jessica has spent 12 years in travel and tourism and has been in her current role for the past year. She has developed strategies for clients including the Bermuda Tourism Authority, Costa Rica Tourism and Destination DC. Jessica received her Bachelor of Journalism from the University of Kansas.



STRATEGIC LEAD
CHRIS DAVIDSON
EVP, Insights & Strategy

Chris oversees global marketing strategy for MMGY clients. He has over 20 years of experience in strategic planning, brand strategy and marketing communications. During his tenure at MMGY, Chris has had the pleasure of working with numerous industry leaders in travel and tourism, including Tourism Vancouver, Choice Hotels, Wyndham Hotel Group and Niagara Falls USA. Chris received his bachelor’s degree in history at Princeton University and has an M.B.A. from Vanderbilt University.



STRATEGIC LEAD
STEWART COLOVIN
EVP, Creative and Brand Strategy

Stewart leads MMGY Global’s creative efforts and is responsible for guiding our clients’ brands. He has created brands for destinations and hotel companies around the world, including Barbados Tourism Marketing, Inc., Colorado Tourism Office and Visit Santa Barbara. He has been part of the MMGY Global team for more than 17 years. Prior to MMGY Global, he served as international creative director at Dentsu, Inc., Tokyo. Stewart received his Bachelor of Arts from The King’s College.



PROJECT MANAGEMENT LEAD
JESSICA LAMPSON, PMP
Director of Project Management

Jessica is responsible for creating, maintaining and executing accurate and complete project plans, requirements, budgets, and schedules using industry-standard tools, techniques, and best practices. Jessica leads a team of Senior Project Managers and Project Managers that support the marketing plans of our clients. Client experience includes: Destination DC, South Dakota Department of Tourism, Visit KC, Davenport Hotel Collection, Bradenton Area Convention & Visitor’s Bureau, Barbados Tourism Authority and more.



STRATEGIC LEAD
LUCAS COBB
SVP, Data Strategy

With 17 years of advertising, direct marketing and interactive experience, Lucas knows what it takes to move consumers to action. Drawing from this and his nine years of experience at MMGY Global, Lucas strategically guides the development of multichannel programs for clients such as the South Dakota Department of Tourism, Colorado Tourism Office, Wyndham Hotel Group and Kampgrounds of America. Lucas received his Bachelor of Journalism from the University of Oklahoma.



MEDIA LEAD
BILL STEINKE
Group Media Director

With over seven years of media planning experience, Bill has worked with Visit KC, Visit Houston, Costa Rica Tourism, Sonoma County Tourism, Hawaii Tourism Authority and Los Cabos Tourism. Bill is responsible for delivering insightful, research-based media plans focused on achieving client goals. His experience has provided himself a foundation he can rely on to ensure he meets the needs of his clients. Bill is a graduate of the University of Kansas, from which he received a Bachelor of Science in marketing.

02 STAFFING PLAN



LISA GRAVES

SVP, Client Services

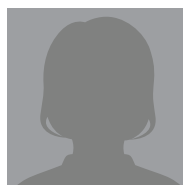
30 years of experience in her role. Clients include Destination DC and Bloomington Convention & Visitors Bureau. She has a Bachelor of Science from Bradley University.



TARA YANTIS

Account Director

7 years of experience. Clients include Destination DC, Canyon Ranch Resorts and Visit Santa Barbara. She has a Bachelor of Arts from Washburn University.



NEW HIRE

Senior Account Executive

MMGY would hire a Sr. Account Executive with in-depth knowledge of the GFLCVB to lead the account team. This individual would be located in our new Fort Lauderdale office space.



MIKALAH MORRIS

Senior Brand Planner

7 years of experience in her role. Clients include Los Cabos Tourism and Costa Rica Tourism. She has a Bachelor of Science from the Art Institute of San Francisco.



BRIAN KLEIN

Senior Business Strategist

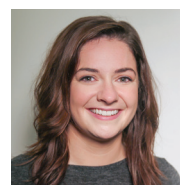
17 years of experience. Clients include Starwood Hotels & Resorts and Knott's Berry Farm. He has a Bachelor of Science from Saint Louis University and a Master of Business Admin. from DePaul University.



CHRISTY VAUGHT

VP, Experiential Marketing & Production

20 years of experience. Clients include Destination Cleveland and South Dakota Department of Tourism. She has a Bachelor of Journalism from Northwest Missouri State University.



SARAH ARNOLDI

Senior Media Planner

2 years of experience in her role. Clients include Costa Rica Tourism and the Outer Banks of North Carolina. She has a Bachelor of Arts from the University of Arkansas.



ALLISON HARBAUGH

Media Coordinator

2 years of experience in her role. Clients include Sheraton Grand Phoenix and Berkshire Hathaway Travel Protection. She has a Bachelor of Science from the University of Kansas.



GERONE NAVARRO

Media AdOps Coordinator

Gerone has 3 years of experience in her role working with clients like Costa Rica Tourism and Visit KC. She has a Bachelor of Science from the University of Kansas.



BRANDON LAYLAND

Social Media Account Supervisor

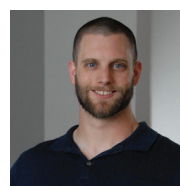
6 years of experience in his role. Clients include Costa Rica Tourism and Paradisus Hotels & Resorts. He has a Bachelor of Science from Brigham Young University - Idaho.



CRAIG PADDOCK

Director of Search

16 years of experience in his role. Clients include Loews Hotels and the Colorado Tourism Office. He has a Bachelor of Science from University of Southern California.



BRANDON PADDOCK

Manager, Search

5 years of experience in his role. Clients include Starwood Hotels and Loews Hotels. He has a Bachelor of Arts from the Academy of Art University, San Francisco.



RICK DUNN

VP, Executive Creative Director

20 years of experience in his role. Clients include Bermuda Tourism Authority and Costa Rica Tourism. He has a Bachelor of Arts from the University of Missouri.



BRANDON SANDERS

Creative Director

13 years of experience in his role. Clients include Bermuda Tourism Authority and Destination Cleveland. He has a Bachelor of Arts from Drury University.



AMANDA COLEMAN

Senior Art Director

16 years of experience in her role. Clients include Bermuda Tourism Authority, Icelandair and Visit KC. She has a Bachelor of Fine Arts from University of Kansas.



DAVE FYMBO

Senior Copywriter

13 years of experience in his role. Clients include Colorado Tourism Office and Brown Palace Hotel. He has a Bachelor of Arts from the University of Illinois at Urbana-Champaign.



ROYA ZAIDI

Proofreader

3 years of experience in her role. Clients include Los Cabos Tourism, Cunard and Princess Cruises. She has a Bachelor of Science from University of Kansas.



KURT HANOVER

Interactive Web Developer

6 years of experience in his role. Clients include Visit KC and the Bermuda Tourism Authority. He has a Bachelor of Arts from the University of Missouri, Kansas City.

02 STAFFING PLAN

FAMILIAR FACES

As part of the MMGY Global family we are lucky to be tightly integrated with our teams around the globe already servicing the GFLCVB account. We're happy to share the following familiar faces that would be part of the integrated account strategic counsel.

DK SHIFFLET

DK Shifflet specializes in syndicated and custom market research exclusively for the travel and tourism industry. Together, MMGY Global and DK Shifflet boast the industry's most expansive and richest historical data, dedicated to providing the highest-quality travel and traveler research. DK Shifflet has provided annual Visitor Profile and Volume and Spending data to the Greater Fort Lauderdale Convention and Visitors Bureau continuously since 2011 and less frequently since 2003.

HILLS BALFOUR

With offices in Europe and the Middle East, Hills Balfour fuses a diverse range of marketing services and expertise to provide a holistic approach to public relations and marketing communications for travel and tourism brands across the globe. Our team connects clients to the most influential feeder markets, travelers and media in the world. Since 2009, Hills Balfour has worked closely with the GFLCVB to increase awareness of the Greater Fort Lauderdale area in the UK market.



DK SHIFFLET

VICKI ALLEN Senior Research Manager

With over 18 years of experience, Vicki is a experienced research manager with a demonstrated history of conducting market research in the travel and tourism industry. She has extensive knowledge of syndicated traveler behavior profiling and volume estimates. Her day-to-day includes constructing quantitative analysis highlighting trends to grow visitation, spending, and market share. She is currently on the Greater Fort Lauderdale Convention and Visitors Bureau account for D.K. Shifflet & Associates.



HILLS BALFOUR

HANNAH NORRIS Sales & Marketing Senior Account Executive

Hannah has worked with the Greater Fort Lauderdale Convention & Visitors Bureau, the Kenya Tourism Board, PROMPERU and the Jerusalem Development Authority. In these roles she has been looking after trade liaison with UK, Irish and Scandinavian operators and agents, training of agents, event planning and management, management of co-op marketing activity, planning and hosting of fams in destination, budgeting and reporting.



HILLS BALFOUR

FREDERICA SOFTLEY Sales & Marketing Account Manager

Frederica has amassed a broad range of experience across a varied portfolio of clients including Qatar, Greater Fort Lauderdale Convention & Visitors Bureau and Jerusalem. She oversees all marketing plans and budgets, working closely with the trade. She is responsible for managing high impact marketing campaigns both online and offline, and has worked on numerous co-operative campaigns with key tour operator partners to promote the destinations she works with.



HILLS BALFOUR

CHARLOTTE FOX PR Account Director

Charlotte has led on a portfolio of accounts, managing the day to day running of the account, ensuring that her client's strategic plans run smoothly and efficiently resulting in high quality coverage. Charlotte has extensive experience in managing markets and large numbers of partners within her destinations. Charlotte is known by clients and media alike for her meticulous press trip itineraries, passion for bespoke and creative pitch content, and her impressive industry black book of contacts which helps towards generating glory coverage and opportunities for her clients.

02 STAFFING PLAN

COUNTY BUSINESS ENTERPRISE (CBE) PARTNERSHIP

Should our agency be selected, we are committed to partnering with a CBE member in Fort Lauderdale for up to 6 percent of the business.

Based on the scope of services currently outlined in this RFP, we have identified Orange Lab Media Group as an ideal partner to support us in campaign photo and video production and co-op materials support. Orange Lab Media Group is full-service marketing agency that specializes in brand campaigns, photo and video production, print production and website development.

It would be our preference to continue vetting potential additional partners with the GFLCVB after the business has been awarded.



ORANGE LAB MEDIA GROUP

KEEL RUSSELL CEO & Founder

Keel Russell is a serial entrepreneur, veteran, speaker, and Co-Founder and CEO of Orange Lab Media Group LLC. with over 5 years of experience in his current role. Keel is responsible for guiding the company's overall direction, new client relations & acquisitions, bid sourcing & proposal writing, the securing of capital funding and the purchasing of any major equipment.



ORANGE LAB MEDIA GROUP

PATRICK SENIOR COO & Marketing Advisor

Patrick Senior has over 5 years in his role as the Co-Founder and Chief Operating Officer at Orange Lab Media Group, LLC., running marketing programs, brand management, and corporate and governmental sponsorships. Patrick is motivated to create generational wealth for his family and community. His compassion allows him to offer generous donations for various underserved populations; with a goal to build and provide affordable housing in third world countries offering locals safe, humble dwellings to call their home.



LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: GEN2116476P1

Project Title: Advertising Agency Services

Bidder/Offeror Name: MMGY Global

Address: 4601 Madison Avenue City: Kansas City State: MO Zip: 64114

Authorized Representative: Justin Farmer Phone: 816.500.5173

CBE Firm/Supplier Name: Orange Lab Media Group

Address: 333 Las Olas Way City: Fort Lauderdale State: FL Zip: 33301

Authorized Representative: Patrick Senior Phone: 866.606.1110

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
TBD			6.00 %
			%
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: [Signature] Title: COO Date: 3/8/19

Bidder/Offeror Authorized Representative

Signature: Justin Farmer Title: VP, Business Strategy Date: 3/8/19

¹ Visit Census.gov and select **NAICS** to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Rev.: June 2018

Compliance Form No. 004



03
OUR APPROACH TO INTEGRATED &
CAMPAIGN SUCCESS



GREATER
FORT LAUDERDALE

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

THE FOUNDATION

WHERE IT ALL STARTS & THE ROLE OF THE CLIENT

There are many critical steps and decision points needed throughout an integrated campaign launch to maximize marketing success. However, none are more vital than the kick-off. The kickoff is the point in the process where we rely on the client to provide clear goals, objectives and direction, which allows us to do what we were hired to do – make a difference.

In return, we believe in 10 non-negotiables that you should demand from any integrated marketing team. The following points are essential to our partnership, and you should expect us to bring nothing less to our client-agency relationship.

1. WE THINK BIG PICTURE.
2. WE PLAY WELL WITH OTHERS.
3. WE COMMIT TO SOLVING PROBLEMS.
4. WE SPEND MONEY AS IF IT WERE OUR OWN.
5. WE KNOW THE BUSINESS INSIDE AND OUT.
6. WE TAKE CALCULATED RISKS.
7. WE FOCUS ON WHAT'S IMPORTANT.
8. WE SHARE SUCCESS AND FAILURE.
9. WE HAVE A PLAN BUT STAY NIMBLE.
10. WE WANT TO KNOW MORE ABOUT YOU THAN YOUR JOB TITLE.

YOUR ACCOUNT MANAGEMENT TEAM

Your account management team acts as stewards of the overall annual client budget, including management of creative, production and media. With a careful eye on daily management, scheduling resources and adhering to timeline our team manages client budgets like they are their own. Some of the processes and tools we use to efficiently and effectively ensure success include:

- Budget tracker with invoice actuals and projections updated monthly
- Media plan approval and modification documentation
- Media deadline and specification grids including fulfillment overviews and partner coordination processes as needed
- Detailed planning, project and production estimates including timelines, tactical management plans, responsibilities, deliverables, and launch or delivery dates

BALANCING THE BUDGET

The account management team works diligently to provide detailed budgets, estimates and plans to guide the collective team in delivering the highest quality output within budget. Working with the internal operations team to establish a clear project workflow, timeline and scheduling through the trafficking system ensures the agency resources are used most effectively and efficiently. Creative problem-solving solutions are considered to meet the client's ultimate goal while maintaining balance within the budget.

A few examples of this include:

- Sourcing on location, local producers to assist and identify the most cost-effective quality sites and local or near-market talent on photo or video shoots
- Full-service video and creative teams working in house to create quick turn, short-run media-specific video assets with unlimited usage rights
- Utilizing our studio production team to provide a more economical solution to print and digital production, versioning, color correction, retouching, print vendor coordination and more

COLLABORATION IS KEY

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick. In this regard, collaboration is vital to the success of any integrated campaign.

We firmly believe the client-agency relationship is a true partnership. We consider ourselves an extension of your team, and we take great pride in understanding what makes a destination tick.

It should be noted that we understand the need to work together, communicate and build mutual respect with teams beyond the GFLCVB team. We will be diligent in building true cross-team collaboration and transparency with other agencies, vendors and partners throughout the destination and make your marketing dollars work as efficiently and effectively as possible.

BidSync



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS – THE FOUNDATION

BEING PREPARED

There is a time when even the best-laid plans have to adjust, sometimes for reasons outside both teams' control. When a crisis hits, we must all be prepared. MMGY is renowned for our expertise in strategic crisis management and communications. We have worked with many destinations and other sectors of the travel industry throughout the entire lifecycle of a crisis. From leading their crisis preparation and planning process to guiding them through issues and dilemmas of various scenarios and escalations in real time, we help them get back on track or put in place a full recovery plan following a crisis.

We've recently worked with Los Cabos Tourism to manage several situations relating to increased crime in the destination as well as CheapCaribbean.com and our Caribbean hotel clients when they suffered damages due to hurricanes and subsequent fires. And, most recently, we assisted the Beaches of Fort Myers & Sanibel during their red tide crisis.

While each scenario is different, our general approach to managing a crisis includes the following steps:

- Immediately assess the situation and gather facts; trigger the activation of the preapproved crisis management plan
- Establish a command center for centralized communications to media and key stakeholders
- Develop a schedule of communication to key stakeholders (website, digital and social media, email)
- Monitor for social media and traditional coverage and tweak messages as developments arise; initiate applicable responses
- Work with officials to develop and implement a post-crisis recovery plan

Our Approach for You

HOW WE GET THERE

At MMGY, we divide our core services into their respective marketing channels. When directed as a cohesive effort, they form something unique – real travel marketing convergence.

To develop the most effective marketing communications for the GFLCVB and to help develop a clear compelling story that engages your target audience and increases your brand awareness, MMGY will employ a multistep, market-tested discipline.

ACTION PLAN

DISCOVER	CREATE	DEPLOY	MEASURE
Brand discovery, immersion onboarding materials	Map insights to plan and develop campaign strategy	Launch campaigns and tactics	Monitor performance and visualize success
- Research & Market Strategy - Competitive Analysis - Goals + Objectives	- Communication Strategy - Core Insights Mapping - Creative Brief	- Set KPIs - Integrated Channel Strategy - Campaign Deployment	- Data Visualization - Campaign Optimizations - Adjust based on performance



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

FINDING THE IDEAL TRAVELER

We're experiencing a fundamental shift from mass consumption to context and personalization. How the consumer feels and embracing the empathetic mindset is the secret sauce to great results.

We want to base our campaigns on a deep understanding of traveler behavior, not just general travelers. When media plans are developed, they are specifically aligned against all actionable audience indices, including demographics, sentiment and psychographics, and media consumption characteristics.

A major point of differentiation for MMGY is its substantial investment each year in consumer research designed to help clients profile the preferences, priorities and behaviors of their most likely visitor segments.

As part of our engagement, MMGY will provide the GFLCVB with an in-depth profile of prospective visitors to the area.

MMGY's travel insights division will conduct a custom data run to profile your audience of interest, and we will provide the GFLCVB with an executive summary of key findings and recommendations, along with a complete set of data tables comparing GFLCVB's prospect audience with non-prospects. This profile will provide your teams and ours with valuable insights about how these prospects plan and research travel; which websites they visit to do so; how influential children are in aspects of their vacation planning; which lodging, airline and rental car brands they prefer; social media and mobile usage behaviors; demographics; and much more.

In addition, we will offer the GFLCVB access to a senior MMGY research consultant for follow-up questions and queries to ensure the data and analysis we provide is incredibly valuable to your business planning and marketing decision-making throughout our engagement.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

This in-depth profile of prospective visitors, in conjunction with data gleaned from our syndicated research tools, provides us with a deep understanding of where to reach travelers and how to influence their travel decisions. The outcome is an overarching campaign strategy and tactical plan that is specifically focused on the right audience, deployed in the right places and effectively reaches our audience over numerous timely touch points, in turn driving results.

OUR SOURCES

Our proprietary research utilized in planning includes, but is not limited to, the following sources:

PORTRAIT OF AMERICAN TRAVELERS

As a part of the MMGY Global family of brands, MMGY has access to this custom research, spanning 35 years, that studies the interests, motivations and behaviors of traveling Americans.

DK SHIFFLET

As you are aware, DK Shifflet offers our clients access to the industry's most expansive and comprehensive historical database focused on consumer trends, travel intentions, spend levels and patterns, visitor profiles and volumes, geography and brand attitudes, customer segmentation, planning processes and resources, and forecasting.

*travelhorizons*TM

This survey is the only forward-viewing national survey of leisure travel intentions. Conducted every 90 days, *travelhorizons*TM offers an in-depth look at what's to come in travel, versus other research that is based on past travel behaviors.

ADDITIONAL SOURCES

Secondary research utilized in planning includes, but is not limited to, the following sources:

eMarketer: eMarketer publishes in-depth reports, benchmarks, forecasts and thousands of data points on marketing behaviors to better understand consumer behavior and spending habits across all channels and verticals.

GfK MRI: GfK MRI provides lifestyle and audience-level data nationally and regionally. We utilize GfK MRI to understand an audience's media consumption patterns, demographics and psychographics.

Kantar: Kantar delivers specific spend information for print, broadcast and digital media as well as advertising creative samples where available. We utilize Kantar for spot market competitive analysis and to understand share of voice by market.

comScore: comScore matches consumer behaviors and demographics to websites. We utilize comScore to understand how consumer behavior patterns relate to media usage at the site level and for vendor selection.

Scarborough: Scarborough provides audience lifestyle and media usage at a local level. We utilize Scarborough to develop media mix and media plan recommendations and for vendor selection.

SQAD: SQAD provides standardized information for benchmarking and understanding cost per points (CPP) on a spot market basis. SQAD data allows us to understand current market pricing thresholds and negotiate more efficiently with television and radio stations. We utilize SQAD for planning and buying television and radio campaigns.

Nielsen: Nielsen Media Research is a multifaceted company. One of Nielsen's best-known services is ratings data for television viewership and radio listenership. Ratings data provides insight into a stations audience size and composition and ensures markets are purchased at effective thresholds. We utilize Nielsen data in planning and buying television and radio campaigns.

Social Listening: Our social listening platform allows us to get in front of perception and build a baseline for new brand development, assess brand sentiment and monitor conversation in times of crisis and non-crisis.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

AUDIENCE STRATEGY

As we will discuss further in the proposal, it is more important than ever for destinations to identify and personify their core guests. We see evidence that some of this exists with your current defined audiences and realize you will further define these through your work with DestinationNEXT. We're excited to dig deeper and understand how they have been constructed, what other data points define them, and how precise you have been at reaching them. As part of engaging with MMGY, we'd bring to bear our extensive research and data modeling tools to extend your knowledge of the visitors to Fort Lauderdale, to identify precisely where they are clustered and to learn how they like to travel – when, where, why, how and with. Using this knowledge we not only get smarter and more precise in our targeting, but we become hyper-focused in our story pillars, messaging and creative presentation.

IT IS MORE IMPORTANT THAN EVER FOR
DESTINATIONS TO IDENTIFY AND PERSONIFY
THEIR CORE GUESTS.

MARKET ANALYSIS

For a destination like Fort Lauderdale with an international airport and so much ground access from in-state and East Coast corridors, we believe source market targeting should be as varied as the assets tourists seek. This means breaking the media and promotions targeting into buckets not just based on seasonality but based on opportunity and contribution. We'd define these as regional, short-haul and long-haul. Each would receive an appropriate share by season. The concept here is to cast as wide a net as possible while still appropriately focusing on core metro areas. We've seen tremendous long-haul contributions for Florida-based clients from markets like Minneapolis, Cleveland, Pittsburgh, and Denver. And closer in from the Carolinas, Nashville and New Orleans. At MMGY, we are surgical in our planning and have a proven track record for successfully stretching clients budgets further than they ever thought they could reach.

STORY PILLARS

With so many places to explore, this is how you get the most out of your Greater Fort Lauderdale Vacation

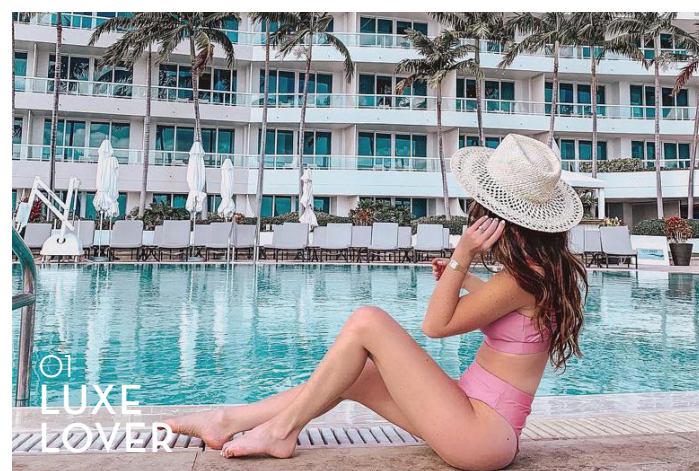
SUN, SAND & SEA – Beaches, Boating, Cruise, Fishing, Sea Turtles, Scenic Highway, Snorkeling, Waterways and more

URBAN PLAY – Shopping, Spas, Museums, Riverwalk District, Hard Rock Live, Nightlife, Casinos & Gambling and more

KEEP IT LOCAL – Local Festivals, Sports, Performing Arts, History, Artists, Mural Project, Local Film/Music/Fashion

CULINARY CULTURE – Dock and Dine, Al Fresco Dining, Craft Brewing & Distilleries, Multicultural Cuisine, Seafood and more

BEYOND THE BEACHES – Everglades Holiday Park, Butterfly World, Botanical Gardens and more



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 1 - DISCOVER

CURRENT TRENDS & THEIR POTENTIAL IMPACT ON GREATER FORT LAUDERDALE TOURISM

While trends directly related to tourism are essential to consider while developing an effective marketing plan, we often consider more significant, more consumer-centric trends to be the true for our marketing journey.

SUSTAINABILITY & OVERTOURISM

The challenges of increased tourism are multifaceted, and each destination has its reasons for looking to manage overtourism. Whether the threat is ecological, historical, architectural or financial the impact is always most evident to the residents. Demonstrating to residents that there is a concerted effort to keep the negative tourism impact minimal while growing its benefits is essential to the future of a healthy tourism program.

Moving forward, there should continue to be a focus on educating visitors before and during their visit on ways to minimize the impact they leave behind. And, going forward, creating a platform to inform residents about the experiences supported by tourism, alongside its economic impact, will buoy up the program for the long term.

THE AFFLUENT HOUSEHOLD

The affluent consumer is changing. They are more likely to be married and more likely to live in a household with two income-earning adults. The younger affluent audience represents a much more diverse audience, with 14 percent of affluent Millennials identifying as Hispanic, 12 percent Asian and 7 percent Black.

From our *Portrait of American Traveler*®, we know that nine percent of American travelers are affluent travelers interested in visiting Fort Lauderdale during the next two years. This accounts for nearly 5.1 million households. Approximately 90 percent of these travelers are looking for value for the price. They want to know the money they are spending will deliver the quality of experience they expect and demand. Seven in 10 of these travelers are willing to pay the full price on a vacation, as long as they're guaranteed the quality and service they feel they deserve.

The future of hospitality is all about luxury, given the ability to drive higher rates and more profitability – and the future of luxury is about delivering a unique, more personalized product that justifies the higher rates.

EXPERIENTIAL CULTURE

2019 is the year for the GFLCVB to capitalize on its advantages and be bold. Competition for inspiration and consideration will only get more fierce. Every destination can tout the things they have to see and do. Not every destination can OWN every experience. GFLCVB is an exception. Whether in the summer or the winter, GFLCVB owns the things every traveler wants – beautiful coastline and scenery. Scenic beauty is the number one desirable feature of any destination travelers consider.

For marketing, this means creating and delivering an engaging storyline – one that flows seamlessly through the touch points that travelers encounter. This storyline should convey a personal connection and reaches a potential traveler before they know where they want to go, it should spark inspiration and make a connection that requires further research.

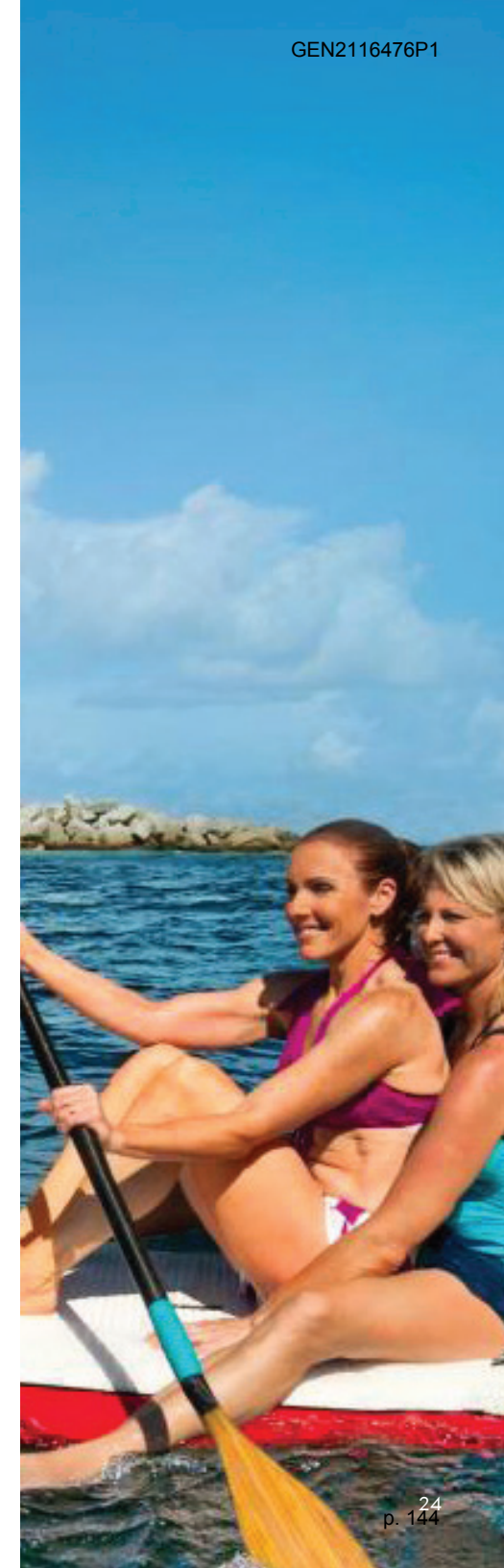
INCLUSIVITY

Inclusive advertising is something many talk about but few can accomplish in a meaningful way. Recent research has shown that inclusive ads are 25 percent more effective and more emotionally engaging than non-inclusive ads.

INCLUSIVE ADS ARE 25% MORE EFFECTIVE AND
MORE EMOTIONALLY ENGAGING.

Our research sites that consumers in general embrace brands that represent them, which they feel “know them.” Our *Portrait of American Traveler*® study discovers that people love to travel to places that “say a lot about them.”

The GFLCVB has already taken significant steps toward putting a more diverse and inclusive image in campaigns. Now is the time to ramp that up even more. We should be delivering on the personal beliefs, intentions and stories that visitors of all kinds seek. Moreover, we should be representing the many elements of a traveler's life that span their stages of living: single, friends, couples, young and old families, retired and empty nesters. These travelers need to know and want to know that GFLCVB knows them, GFLCVB wants them and that GFLCVB welcomes them.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 1 - DISCOVER

THE WAY FORWARD

MMGY knows travel. We know what travelers dream about and then what they do. We know how the economics of travel affect a destination, both centrally and distributed. We know that there isn't one way to reach everyone who could, or should, want to visit us. This is why we approach our plans with an awareness unmatched by others in our business.

At MMGY, we're integrated on behalf of our clients. We focus on results. We challenge everything, and our only success comes with the success of our clients. We are committed to producing the most efficient, impactful and inclusive campaign for tourism ever enjoyed by a CVB.

While 53 percent of visitors to Fort Lauderdale are interested in beach and waterfront activities, we know that 36 percent are interested in culinary experiences and 29 percent are interested in shopping. It's important that we continue to drive tourism beyond the beach and drive visitation and activity throughout the county.

36% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN CULINARY EXPERIENCES

29% OF FORT LAUDERDALE VISITORS ARE
INTERESTED IN SHOPPING EXPERIENCES

That is why we will craft our strategy and approach to do just that, as well as working to find higher-yielding visitors to increase spend and ROI for the GFLCVB.

To do this, we will:

- Create a brand and subsequent campaign that connects with our travelers on an emotional level
- Meaningfully engage partners in cooperative efforts
- Deliver visitors to every corner of the Greater Fort Lauderdale area

MOVING FORWARD

When moving into the Create portion of our relationship with the GFLCVB, we will be guided by the following four tenants born from our experience and insights.

01
**MAKE IT
PERSONAL**

02
**MAKE A
STATEMENT**

03
**MAKE IT
INCLUSIVE**

04
**MAKE IT
FUN**

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

BRANDING APPROACH

It is our understanding that the GFLCVB is currently working with DestinationNEXT on gathering valuable research and developing a multiphase strategic and transformational roadmap for the GFLCVB. This roadmap, combined with the invaluable input you'll be receiving from partners, local business and residents, will greatly inform our branding process.



If given the opportunity to work with GFLCVB to develop and define the destination's identity and future brand in addition to the advertising campaign work, MMGY will use our multidimensional process called HEMISPHERES™. This proven process leads to a more imaginative and compelling positioning strategy for your destination.

HEMISPHERES™ is a process that carefully considers the input of various stakeholders throughout your destination. We do not consider the personality we create to be simply a brand for tourism. Rather, it becomes a unifying identity for all of the Greater Fort Lauderdale area. Thus, tourism stakeholders, business stakeholders and residents all have a connection to the brand that they effectively and consistently communicate to their respective audiences. We create brands that transcend language to create a deeper cultural understanding of the destinations we represent.

WE BELIEVE THERE ARE TWO SIDES TO EVERY BRAND.

One side of the brand is based on facts and figures, while the other deals solely with feelings. While most agencies tend to focus on one, MMGY has created the travel industry's first process that brings both sides together – the rational and emotional needs of travelers.

Just as each side of the brain controls different functions, HEMISPHERES™ divides the process into two phases: Brand Analysis and Brand Architecture.

HEMISPHERES™ DELIVERABLES

The HEMISPHERES™ process would result in the following deliverables for the GFLCVB brand:

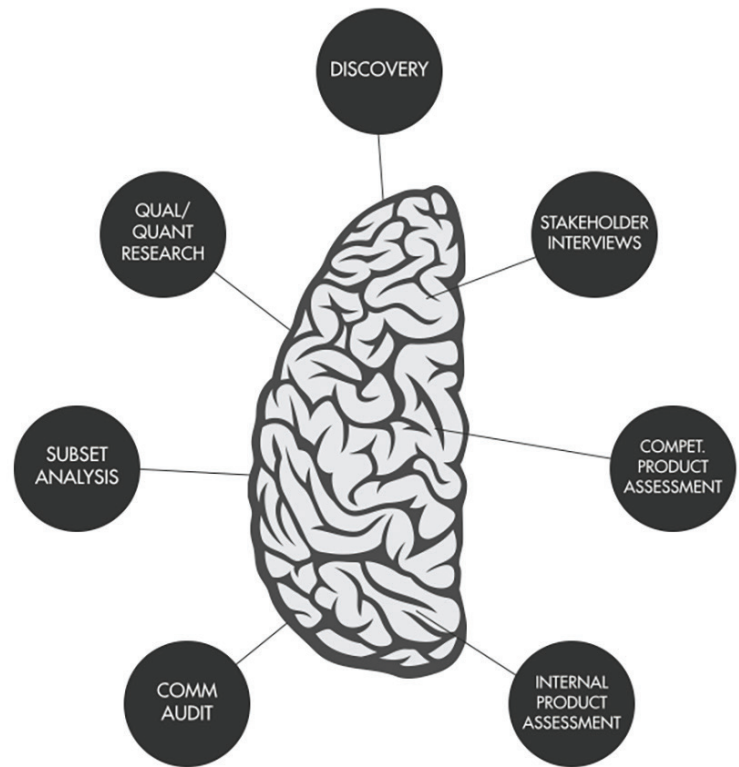
- Stakeholder interview summary insights
- Competitive positioning analysis
- Perceptual map(s)
- Summary brand insights
- Positioning statement
- Brand essence
- Brand values
- Brand promise
- Brand experience
- Brand voice
- Brand video anthem
- Brand bible

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 - CREATE

BRAND ANALYSIS

During the Brand Analysis portion of our process, we first collect and analyze the facts and data related to the Fort Lauderdale tourism experience. This discovery includes a review of all relevant background materials, stakeholder interviews, competitive landscape, product assessment and more. Brand Analysis can be separated into four primary stages: Discovery, Stakeholder Interviews, Competitive Analysis and Audience Research. Depending on the extent of the DestinationNEXT research, this phase might focus primarily on stakeholder interviews.



BRAND ANALYSIS KEY MILESTONES

DISCOVERY

- Review of primary and secondary research specific to domestic travel, markets, customers and channel partners
- Discovery briefing session and familiarization visit to the Greater Fort Lauderdale area

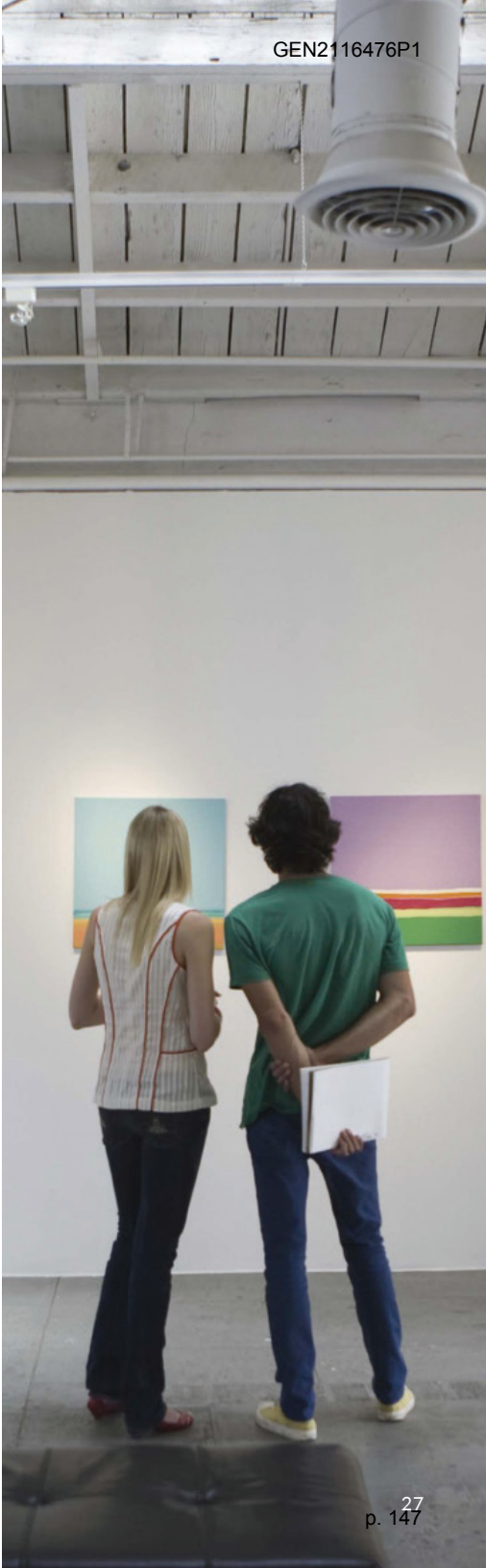
STAKEHOLDER INTERVIEW

We conduct a series of individual and/or group interviews with key stakeholders to learn about your brand values, current perceptions of the destination experience and relevant audiences, as well as how stakeholders wish for it to be perceived. During these interviews, we will also gain input about your biggest challenges, competitive positioning status and your most compelling opportunities.

ASSESSMENTS & AUDITS

We conduct a number of assessments and audits in order to fully analyze your brand's current identity.

- Competitive destination review and analysis
- Visitor experience audit
 - Signage and messaging
 - Sense of arrival
 - Destination personality and consistency
- Communications audit
 - Advertising
 - Press releases
 - Website
 - Collateral



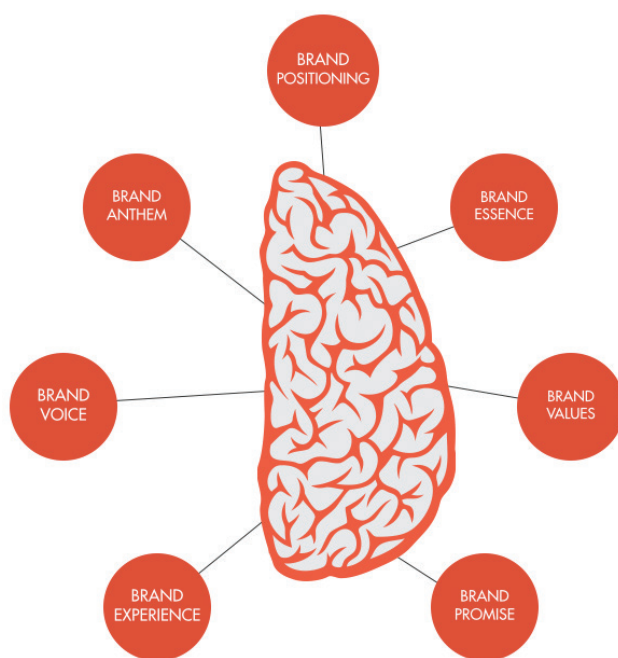
03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 2 – CREATE

YOUR BRAND ROADMAP

Once our initial Brand Analysis is complete, we will build a roadmap for the Greater Fort Lauderdale Convention & Visitors Bureau to move forward. This architectural platform includes a positioning statement, brand essence, brand values, a brand promise, a description of the brand experience and a brand personality or voice. It also features a brand anthem that brings the brand to life through imagery and music to tell its story in a more emotional way.

We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills. At that point, the right brain takes over, and your brand begins to come alive.



BRAND ROADMAP KEY DELIVERABLE

POSITIONING STATEMENT

Your positioning statement will be structured into four distinct sections:

1. The core audience with whom your brand needs to resonate
2. The very nature of what your destination's identity offers
3. The relevant and compelling point of differentiation
4. The motivating benefit to your audiences, employees and stakeholders

BRAND ESSENCE

The Brand Essence is a distillation of your positioning statement. It is not a tag line or a slogan, typically, but rather a succinct word or phrase that powerfully captures the unique benefit your personality conveys every time your audience comes in contact with it.

BRAND BIBLE

This is your brand compendium, explaining all phases of the brand architecture – a valuable book for anyone who comes in contact with the brand, including staff, partners, vendors, etc.

OUR CREATIVE PHILOSOPHY

We inspire people to go places. And when you're a source of inspiration, you have the power to make great things happen.

QUESTION EVERYTHING.

Inquiry lies at the heart of truly impactful creative. We're in the business of providing new solutions to old problems. Success doesn't follow the status quo.

RELISH TENSION.

In order to solve problems for the people we inspire, we must embrace their problems.

BE HUMAN.

Yes, we have a lot of data. But we'd be so wrong to just stop there. We make it our mission to use data to deeply understand the lives of the humans we set out to inspire.

"We work hard to transcend the “stuff” most destinations typically promote, and we seek to identify the most fundamental needs of each of your audiences that your destination fulfills."

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

THE CITY OF CLEVELAND - OVERCOMING AN IDENTITY CRISIS

RESULT

Ever since its river caught on fire in the late '60s, the city of Cleveland had become the punch line to seemingly every joke. In addition to a steady economic decline, their sports teams hadn't won a championship in years, and they were always near or at the top of the list of the nation's most miserable cities. MMGY was tasked with rebranding Cleveland to overcome its identity crisis.

ACTION

Originally, we were asked to build a brand around "Cleveland Rocks." After talking with numerous stakeholders and potential guests, it was clear that while "Cleveland Rocks" was well-known, it had lost relevance. It would take more than a tag line to overcome the challenges that the city faced.

The new brand focuses on Cleveland's attitude, not its assets. The initial social campaign was designed to make Clevelanders a part of the brand, along with the introductory print, television, digital and Twitter campaign that celebrates how Cleveland has never been a place for people who follow the herd. A new logo identity, photography and video assets were created to match the new brand and attitude.

CAMPAIGN RESULTS

2016 REPUBLICAN NATIONAL CONVENTION HOST CITY

USA TODAY CITED THE CITY'S NEW ATTITUDE AS ONE OF THE FIVE REASONS WHY IT WON THE RNC

BEST IN SHOW ADRIAN AWARD

AS WELL AS A NUMBER OF ACCOLADES FROM PUBLICATIONS SUCH AS *THE NEW YORK TIMES*, *TRAVEL+LEISURE* AND FODOR'S TRAVEL AS A DESTINATION OF CHOICE IN 2015

23% INCREASE
IN INTEREST TO VISIT

3.7% INCREASE
IN VISITORS TO CLEVELAND



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

HOW WE CREATE A STRATEGIC ADVERTISING CAMPAIGN

Once we have a sound brand foundation and position we move into creative campaign development. Our creative inspiration is born from insight, and we believe insight should come from a data-led strategy. Using our proprietary research and the secondary research tools we subscribe to, our strategy team works in tandem with our planning and creative teams to derive key actionable insights that lead to our core strategic ideas.

Our campaign planning process maps out the following four categories:

- Consumer
- Culture
- Competitive
- Product

While the core idea is not meant to be a consumer-facing line, the core idea is the “red thread” that lives throughout our work. It pushes our teams to bigger ideas, and it holds us all accountable to ensure our work stays true to our strategy and our brand. This core strategic idea feeds into our creative campaign brief and subsequently our campaign concepts.

Good strategy lives at the intersection of business and creativity. When we understand and break down the business needs, we can find a true ownable opportunity to drive our core strategic idea.

CONSUMER

- Who is our audience?
- What do we know about them?
- What is their perception of our brand?
- What motivates them?

CULTURE

- What is happening culturally that is relevant?
- What is happening in the news?
- What is happening within the industry?

CORE STRATEGIC IDEA

COMPETITIVE

- What is the competitive set doing?
- What trends can we derive?
- What messaging are they using?
- What white space can we own?

PRODUCT

- What broader category are we playing in?
- Who is disrupting the space?
- What are the brand knowns?
- What is the product experience?

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 2 - CREATE

BERMUDA TOURISM AUTHORITY - SOLVING A BRAND MYSTERY

RESULT

In 2015, the island of Bermuda realized their value proposition was unclear. They had fallen off the radar and were no longer a part of the conversation when people were considering travel destinations. Working closely with the Bermuda Tourism Authority, it quickly became our mission to find out why and to do something about it.

ACTION

Our HEMISPHERES™ branding process helped uncover critical insights about the brand. The result was new brand messaging that embraces Bermuda's mysterious allure, utilizing the concept of "Out Here" to help travelers connect to Bermuda's amazing mix of people, cultures and one-of-a-kind mystique.

The new brand was introduced in television spots during the Oscars as well as fully integrated marketing efforts inclusive of newspapers, magazines, out-of-home, and digital and social media. All media ran in national and regional outlets and was targeted to specific traveler personas in Bermuda's core feeder markets.

CAMPAIGN RESULTS

In its first year this campaign reached 53% of long-haul travelers in the ad markets selected (which translates into 11.7 million people) and contributed to a 15.5% increase YOY in U.S. travelers to Bermuda in 2016. And after focused efforts to draw in a younger demographic, 83% of the increase was travelers the age of 45.

The brand and our advertising efforts continue to drive interest, engagement and travel to Bermuda today. Overall, 2018 leisure air arrivals increased by 11.7% YOY and leisure spending has increased by 28%.

15.5% INCREASE
IN U.S. TRAVELERS TO BERMUDA

24,000 NEW TRIPS
TO BERMUDA FROM CANADA

\$17.1 MILLION
IN VISITOR EXPENDITURES

\$12.50 ROI
IN VISITOR SPENDING



DEPLOYING EFFECTIVE & EFFICIENT MEDIA

Reaching the ideal audience to build incremental, high-value visitation to the Fort Lauderdale area isn't about casting a wide net or trying to reach anyone and everyone. In this increasingly data-driven marketing environment, finding the right visitor to deliver the best return is about being precise and purposeful using addressable targeting tactics. Our proprietary data management service, called Terminal, empowers us to do this for our clients.

Through the combination of our custom first-party database of known travelers collected and refreshed monthly by DK Shifflet, the enrichment provided by Experian, and the insights obtained through the analysis of our clients own data, Terminal supports the creation of highly defined and refined prospect audiences. Audiences constructed to best represent the highest potential valued visitor. In addition to the audience definitions and details uncovered through Terminal, we also gain guidance for creative and messaging, and the ideal media for reaching them.

MMGY designed a best-in-class solution for identifying, targeting and converting travelers into customers for our clients. This product is called Terminal and consolidates first-, second- and third-party data sources into actionable and addressable audience clusters.

In the end, we know who we want, what they would respond to and how to reach them.

AUDIENCE-CENTRIC APPROACH

Our commitment to providing deep expertise and guidance across all travel consumer touch points provides a competitive advantage to our clients. As the media landscape continues to evolve, MMGY stays ahead of the trends by focusing on research and real-time data analysis to make educated marketing decisions that create measurable results impacting visitation. We, with your specific objectives in mind, filter in travel and usability insights from our proprietary research and choose the right execution to fit your needs.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

OUR MEDIA BUYING PHILOSOPHY

Once overall budget is approved, the team creates a detailed brief outlining the KPIs and targeting parameters of the media campaign to ensure all vendors are informed of the expectations of the campaign. After thorough negotiation of vendor proposals, we pick the top partners and move forward with appropriate tracking methods (with a heavy focus on tracking digital channels) to ensure measurement.

For digital placements, we use third party tracking. MMGY is able to track from initial exposure through conversion, allowing for continuous optimizations to take place throughout the campaign for increased efficiencies. We leverage our industry partnerships to buy media placements that can easily be canceled or shifted within reason. The result is a fluid and nimble media buying process that evolves over the life of the campaign to maximize return on investment based on metrics and KPIs.

Successful media partnerships rely on the following:

LEADING WITH DATA

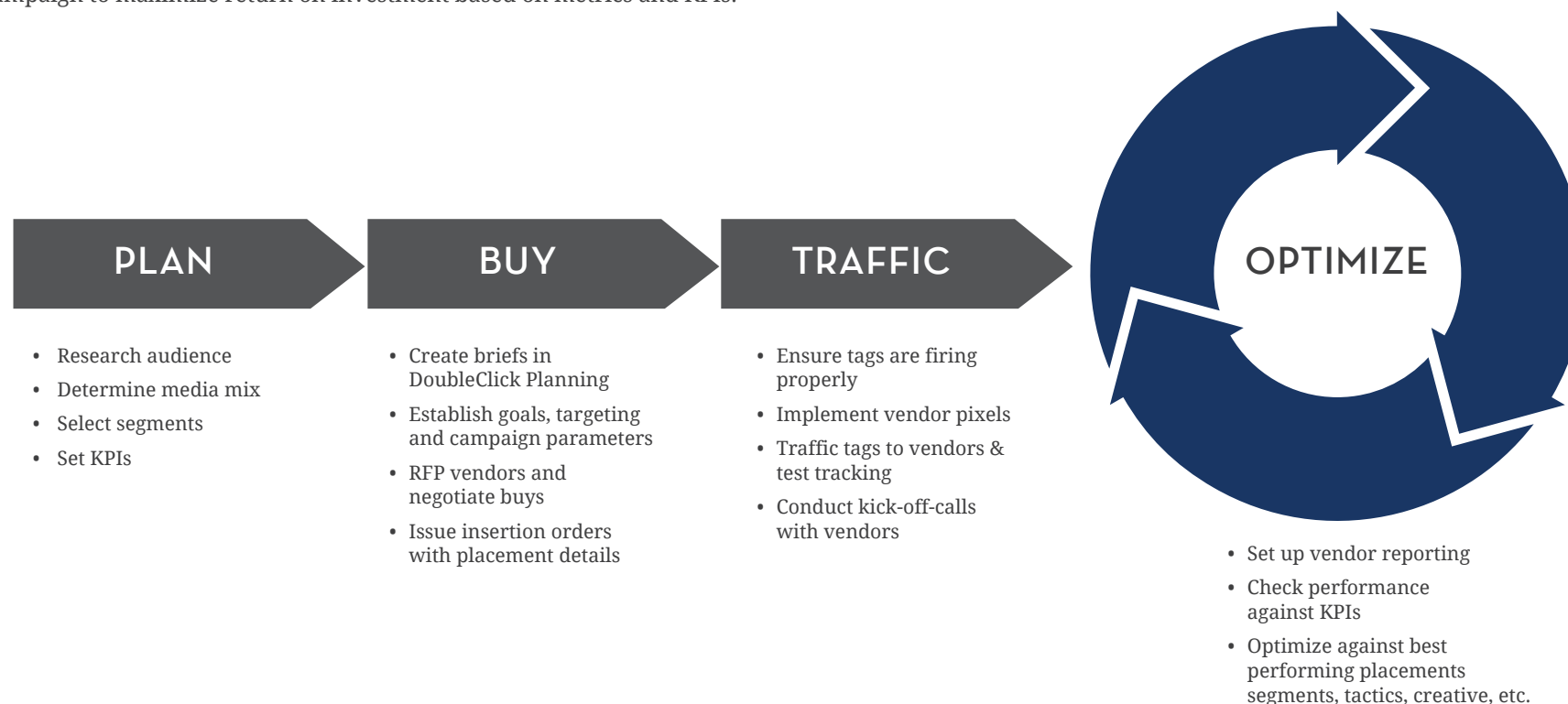
Use research to inform consumer decisions and shape media mix.

LEVERAGING VENDOR RELATIONSHIPS

Our teams have increased buying power, travel experience, and exclusive access.

MEASURING WHAT MATTERS

Together, we must commit to successful, measurable KPIs.

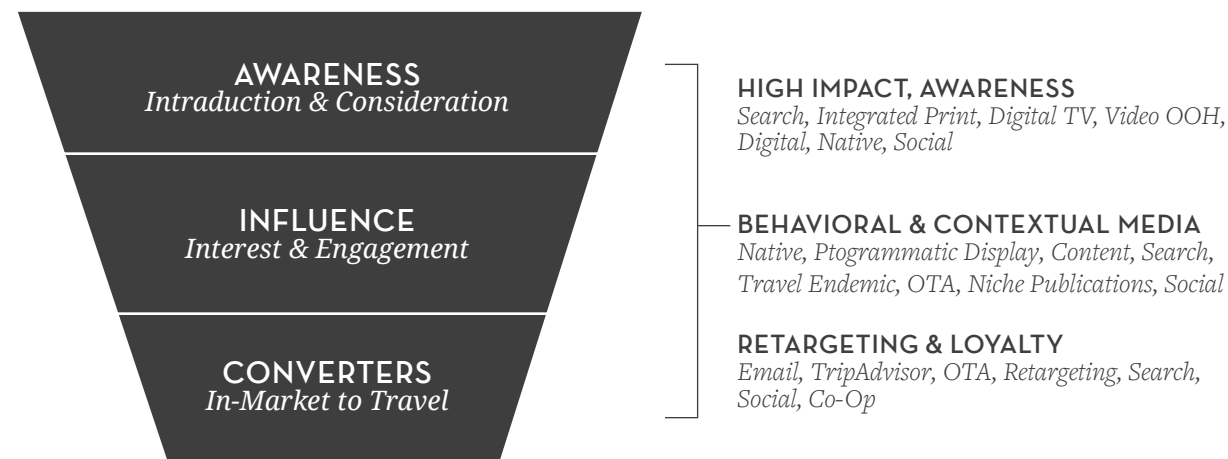


03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 - DEPLOY §

PURPOSEFUL PLANNING & FULL-FUNNEL APPROACH

While we know in today's cluttered landscape, there is no clear linear path to visit, but there is a consumer journey that allows us to ensure we are purposeful with our media to align with the need of the consumer during that journey. This approach enables our media and our media vendors to have a clear focus of targeting efforts and tactics to ensure we don't oversaturate the same person with the same message and, instead, we're changing our message and medium based on where they come in during their planning cycle. Not only does this make the messaging more relevant, but it also allows us to ensure we don't buy against or cannibalize ourselves with the same data, resulting in raised CPMs. By untangling the media, we have a clearer view into each phase and the expected KPIs associated with each phase and the proper weighting according to function. This way, we don't expect Expedia to deliver a low CPE on the website when their purpose is to get bookings, nor do we expect a top-of-funnel ad to drive visitation but instead we look at how it helped other vendors drive that traffic.



THE IMPORTANCE OF DIGITAL MARKETING

In today's marketing landscape, consumers are turning to multiple sources of information, influence and inspiration. Gone are the days when our media strategies could rely on a linear purchase funnel. Instead, consumer purchase paths look more like the flight of a bumblebee. Finding the right consumer in the right moment has never been more important.

There is a sea change underway in how media is consumed and distributed in our evolving world. While high-inspiration broadcast and traditional print venues still play an important role in destination marketing, new digital platforms continue to provide new opportunities to target travelers in customized and personal ways. Vendors have access to the same inventory, what differentiates MMGY is how we leverage different data segments and the data sources we use to create unique use cases and opportunities.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

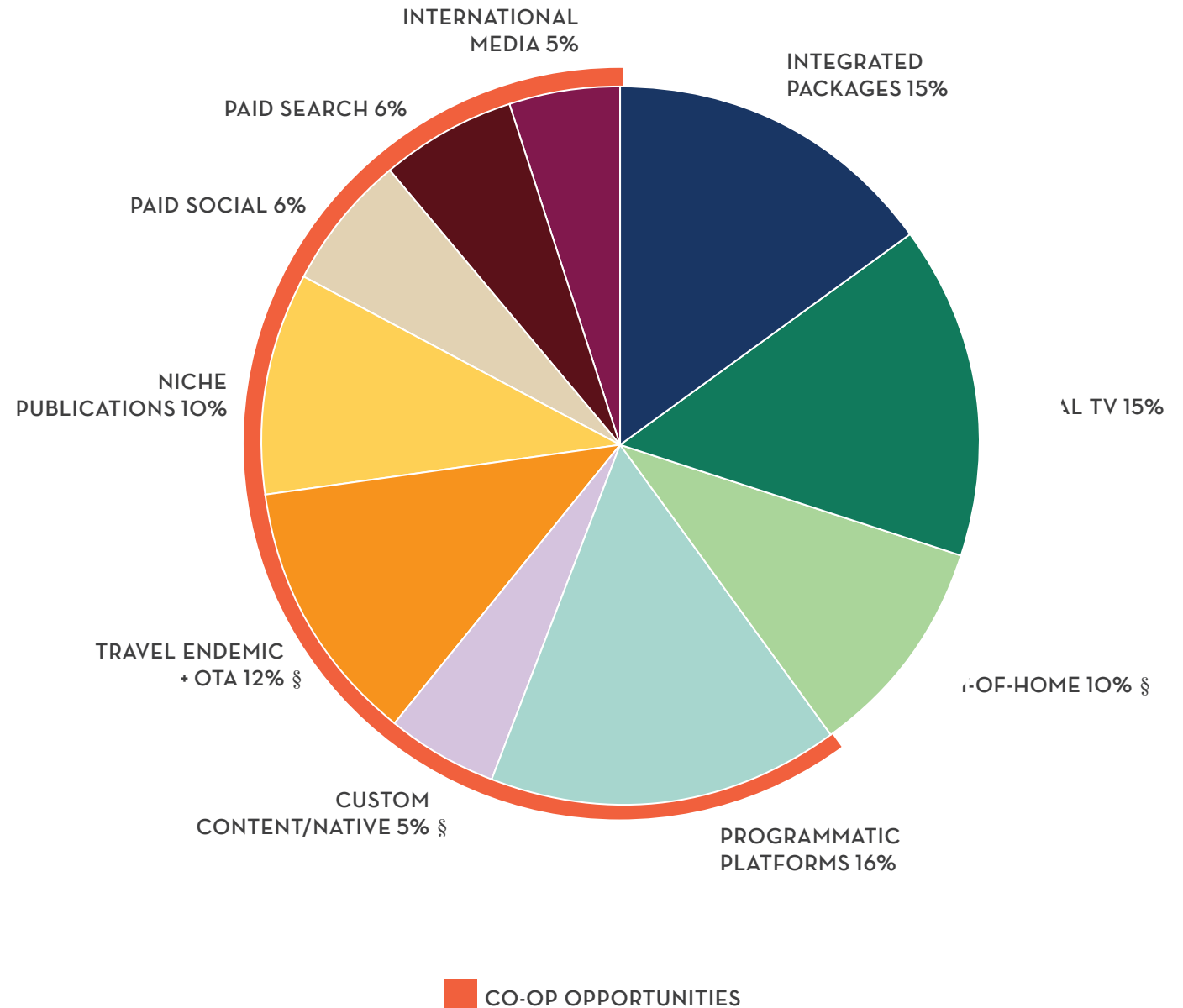
STEP 3 - DEPLOY

CREATING A MEANINGFUL MEDIA PLAN

This \$4 million sample media plan shows our initial thinking about a 2020 plan for you based on our research. Our long-standing experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when planning and buying media:

- Deep knowledge of the actions a travel consumer takes before, during and after their trip
- Insights into the nuances of travel industry trends that can profoundly affect our clients' marketing goals
- Proprietary foundational research that provides us with robust and methodical data
- Syndicated research subscriptions that deliver audience insights on media consumption, demographics and psychographics
- Preferred relationships with travel industry publishers and partners, which result in:
 - *Unmatched efficiency of our rate structures with these vendors*
 - *The opportunity to execute first-to-market media programs*
 - *Established historical performance data on which to base key performance indicators*
 - *Added value above and beyond standard*

Once working together we would want to do an extensive audit of the existing media plan for the GFLCVB, however, at initial glance, we believe there are many efficiencies that can be made across medium and audience. Our focus is to look at the top mediums that align with our destination partner needs and then craft a performance based plan to best reach our target audiences. Instead of working with every publisher, we isolate those that best index through research with your target and create plans for maximum reach and frequency tied both broad based media and targeted digital together.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

INTEGRATED MEDIA

Media usage is simultaneous. Travelers are frenetic in their decision-making and use numerous sources when planning travel. Traditional media opportunities identified are layered into surround sound 360-degree campaigns to increase scale and achieve fully integrated programs. MMGY collaborates in tandem with our clients and publishers to create a package with print, digital and social extensions. Off card rates with added-value extensions are very typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included and ensure we extend our brand through the voice of our partners.

DIGITAL TV

The ways in which we can reach a consumer via TV in today's landscape are far greater than linear TV. Advertisers now have the option to buy via connected TV, addressable TV, advanced TV and connected TV. All which allow us as advertisers to serve over the top (OTT) video with the ability to reinforce the brand while a consumer is multitasking and watching from multiple devices. Comscore's State of OTT study in 2018 noted 59.5 million homes used OTT devices to connect to TV in a cord-cutting scenario, which equates to more than 63% of all homes with Wi-Fi. That is a 17% increase YOY. We must continue to adapt our media strategy to align with the changing consumer behavior.

59.5 MILLION HOMES USED OVER-THE-TOP
DEVICES TO CONNECT TO TV IN A CORD-
CUTTING SCENARIO.

The ability to reach TV viewers digitally allows us as advertisers the ability to mirror TV targeting online with additional third-party data and contextual targeting layered in to reach viewers in the right mindset at the right time. The shift in strategy has allowed us to move beyond standard TV demographics to target key audience attributes, makes us smarter in how we reach our key audiences.

OUT-OF-HOME & MOBILE

Out-of-home (OOH) opportunities are advancing as the in-market advertising landscape changes. Outdoor boards and transit wraps are still efficient, high-impact tools available for successful distribution, especially when placed in ZIP code locations that over-index for Greater Fort Lauderdale potential audiences. However, a wide range of new opportunities with digital OOH, non-traditional OOH and proximity-based mobile targeting are creating opportunities to reach travelers in new ways.

According to the Nielsen and Outdoor Advertising Association of America 46% of consumers search for a brand after seeing an out-of-home advertisement. MMGY deploys a variety of tactics to ensure accurate location targeting paired with OOH. Methods include latitude and longitude, Wi-Fi and IP addresses. Location-based data is used to inform marketing decisions and build audience profiles. Geo-fencing high-end shops, restaurants, venues, neighborhoods, etc. will identify affluent consumers with a propensity to travel.

46% OF CONSUMERS SEARCH FOR A BRAND
AFTER SEEING AN OUT-OF-HOME AD.

PROGRAMMATIC CROSS-DEVICE

Programmatic is no longer just a buzzword; it is the idea of buying media based on a foundation of data-informed decisions. Data is the future of how media will be bought across all channels and is not slowing its pace. We consider this both travel programmatic with vendors such as ADARA and Sojern, as well as general programmatic buys with partners such as Diligent, Conversant, Amobee and Quantcast. Targeting is inclusive of first-party client data, MMGY's Terminal data and third-party data to create behavioral, contextual and geographic profiles.

We know that using multiple devices to research and book travel is now becoming an inherent behavior among travelers. Each consumer uses an average of 3.4 devices, and more than half of all purchases take place across multiple devices.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CUSTOM CONTENT & NATIVE

Consumers are 12 times more likely to prefer a native ad versus standard display, according to MediaPost. While a mix of both is important for reach, native is an important part of the media mix to expand the voice of the destination through trusted publisher partners.

MMGY utilizes content partners to distribute both editorial-style and in-page information to hit target audiences in an authentic way. We partner with media vendors such as TripleLift that have cross-device platforms that provide advertising formats like editorial copy, video and expandable units, all within relative content environments. MMGY's media team works closely with our creative team to develop strategic native advertising campaigns either by repurposing relevant editorial content or creating new content, depending on the initiative of the campaign and client.

CONSUMERS ARE 12 TIMES MORE LIKELY TO PREFER
A NATIVE AD VERSUS STANDARD DISPLAY AD.

TRAVEL ENDEMIC & OTA

Given MMGY's focus in the travel vertical, we have close partnerships with travel endemic sites such as TripAdvisor and OTAs. These relationships lead to early access to innovative products, custom packages and an immediate understanding of what works in the travel space. Buying destination targeting in addition to origin ensures we're finding hand-raisers with interest in specific market properties outside of the identified feeder markets.

BUYING DESTINATION TARGETING IN ADDITION
TO ORIGIN ENSURES WE'RE FINDING HAND-
RAISERS WITH INTEREST IN SPECIFIC MARKET
PROPERTIES OUTSIDE OF THE IDENTIFIED
FEEDER MARKETS.

NICHE PUBLICATIONS

We understand there are specific audiences that are important to the strategy of and visitation to Fort Lauderdale. We prefer to look at audiences as part of the messaging strategy versus as specific media, but do understand there are times to look at interest segments and those niche publications that could include audience-specific messaging, such as weddings or LGBTQ but also interests that are native to the destination such as water activities, golf and culture. Where possible, we would look to layer in programmatically based on content, behavior and interest to then pick top publishers and focus those efforts like we would for the integrated packages.

WE PREFER TO LOOK AT AUDIENCES AS PART OF
MESSAGING STRATEGY VERSUS SPECIFIC MEDIA. §

INTERNATIONAL MEDIA

MMGY has a network of companies that can assist with buying in specific global markets. We leverage our existing media partnerships to extend reach where applicable digitally for efficiencies and then work with our local partners on nuances of consumer behavior in international markets. Because of our extensive destination experience, we have extensive knowledge working with international partners and co-ops like Brand USA to extend our destination brand messaging internationally. We would expect to have the same level of transparency and collaboration with all international partners as we already do with our colleagues at Hills Balfour.

WE WOULD EXPECT TO HAVE THE SAME LEVEL
OF TRANSPARENCY AND COLLABORATION WITH
ALL INTERNATIONAL PARTNERS AS WE ALREADY
DO WITH OUR COLLEAGUES AT HILLS BALFOUR.

03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

LEVERAGING VALUE-ADDED OPPORTUNITIES

No one is more focused on programs that drive results for the travel industry than MMGY. Our extensive experience creating marketing programs for our industry clients has enabled us to hone an expertise in media planning that is unmatched among agencies. This specialty allows us to bring the following benefits to our clients when plan and buy media.

Preferred relationships with travel industry publishers/partners, which result in:

- Unmatched efficiency of our rate structures in these media
- The opportunity to execute first-to-market media programs established historical performance data on which to base key projected

MMGY has built partnerships across the industry with publishers like *Travel & Leisure*, *Condé Nast Traveler* and *Afar*, who offer flexible and customized solutions for our destination clients.

We would collaborate in tandem with GFLCVB and these publishers to create a package with print, digital and social extensions. Off-card rates with added value extensions are typical with these types of integrated packages. Curated content, experiential custom programs and event sponsorship can also be included.

These custom programs will enable the GFLCVB to:

- Tap into Preferred vendors' audiences across all channels, including magazine, digital (desktop, mobile, social) and video
- Reach experience-seekers known to be brand loyal
- Create awareness while driving interest and intent back to sunny.org
- Drive scale and awareness through press and media coverage extensions



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 – DEPLOY

CO-OP ADVERTISING SUPPORT

MMGY has extensive experience in crafting customized co-op programs that provide an opportunity to engage a destination's industry partners at all budget levels. We will make opportunities available within travel endemic sites like TripAdvisor that typically have a prohibitive cost of entry for smaller-budget marketers. We would also recommend running data programs utilizing our Terminal product that will be tailored to each partner based on the audience alignment and category need. As you will see in our media mix, we believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.

Additionally, our teams will be available to help educate and sell these programs through to your industry partners. We have the ability to help organize, execute and present at an in-destination co-op fair for all partners to learn of the program opportunities. Whether an in-destination presentation is required or not, MMGY has experience providing a presentation kit to help sell the co-op program to partners, outlining the strategic approach, details around materials required from the partners, deadlines for participation and pricing of each opportunity.

MMGY can be available to answer questions and provide planning guidance in-destination at a co-op fair on via a webinar with partners. The destination as well as MMGY is available to continuously advise partners about the program throughout the year.

We can report on individual partner performance across touch points, providing measurement of arrivals to points of interest and partner destinations.

An example of how this would work would be to ingest GFLCVB visitor data, which is tracked through a destination partner like placeIQ or Adara Impact. Then, we would append visitation data to those users during the time frame they visited. With this engagement, we could understand where these visitors go once within the Greater Fort Lauderdale area to show impact to our partners.

GROUP SALES MARKETING APPROACH

The members of our team have been employed by airlines, tourist offices, travel companies, public relations firms, advertising agencies and other entities. Their combined experiences bring in-depth expertise to our agency. Our work in the MICE industry and our experience with tourism business events have brought successful conferences and events to our client destinations. Our direct experience with international tourist boards, incentive houses, corporate meeting planners, hotels, airlines and destination management companies gives us the ability to fully understand the MICE sales funnel. In addition, we will look to our in-house industry experts, who will provide insights to drive the success of our projects with you.

We believe co-op should not be considered a channel but rather a messaging approach that can be applied to a number of media channels that ladders up to the broader strategic goals for the GFLCVB.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS STEP 3 - DEPLOY

STARWOOD CORPORATE - A SOCIAL APPROACH TO B2B

RESULT

Starwood Hotels sought to increase booking rates at meeting facilities contained in 668 hotels scattered across North America. At the time of the campaign, there were 67,000 planners in the U.S., representing less than 1% of the total U.S. population. As the agency of record for Starwood, MMGY was tasked with producing work via social media channels in order to increase the number of business meetings.

ACTION

Through a cooperative program that included the SPG Pro brand, we launched a Facebook advertising campaign targeting seven specific audiences. Facebook carousel units were created and refreshed every eight days to visually reflect the productive atmosphere and contemporary look and feel of the meeting spaces contained in those 668 Starwood hotels.

CAMPAIGN RESULTS

The campaign successfully reached 52,825 media planners, which correlates to 79% of the estimated total planners in the U.S. After spending only \$14,400, we drove 3,115 clicks with a CPC of \$4.62. Consequentially, this engagement sparked a total of 46 RFPs at a cost per RFP of \$314.00. In the end, the campaign resulted in a 3:1 ROI, bringing in approximately \$43,000 in revenue in a three-month time frame. After the successful performance of this initial Facebook B2B test campaign, the strategy was continued into 2017 with a threefold budget increase.

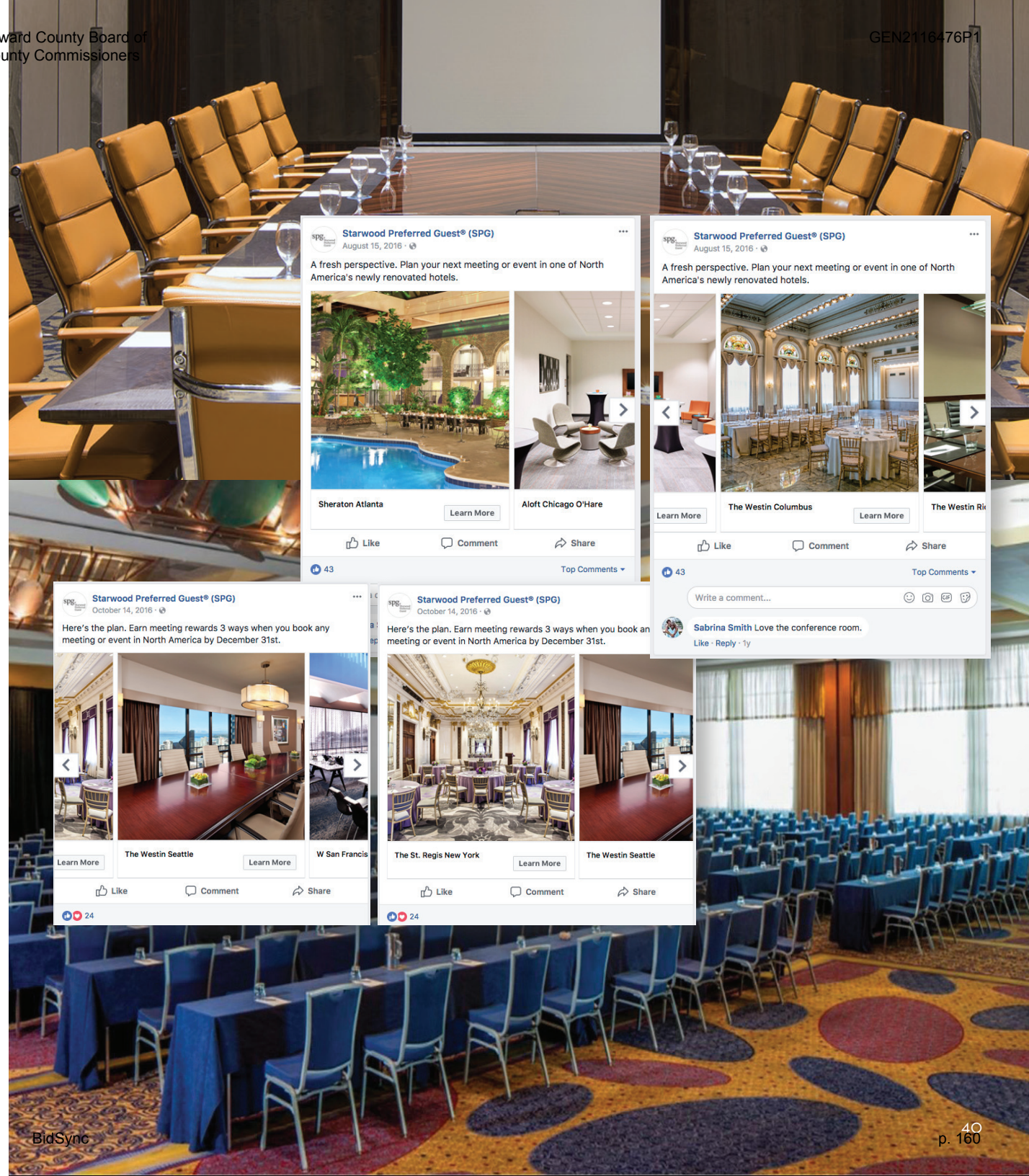
3,115 CLICKS

AFTER SPENDING ONLY \$14,400

\$4.62 CPC

RESULTING IN 46 RFPs

\$314 COST PER RFP WITH A 3:1 ROI

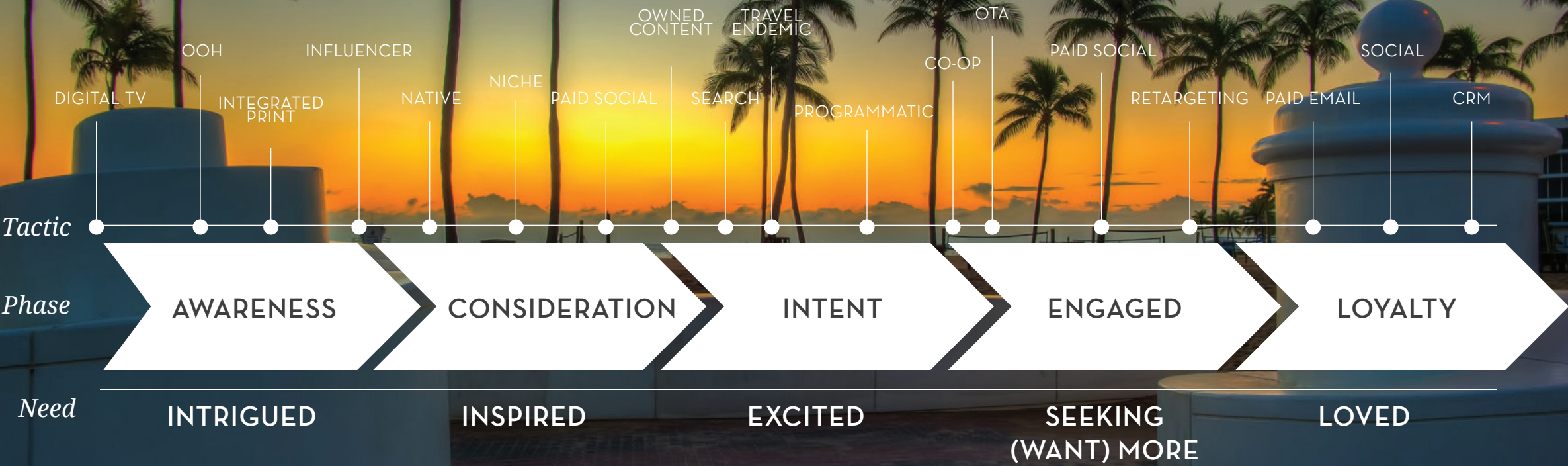


O3 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 3 - DEPLOY

THE JOURNEY OF A POTENTIAL VISITOR

The following illustration shows how we might move a potential visitor along the consumer journey with specific tactics, each with their own purpose and expected outcome.



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

DRIVEN BY RESULTS

Everything we do is driven by performance. Because we work exclusively in travel and tourism, our team has the industry knowledge to create pro forma-based plans that specifically project outcomes associated with individual buys. Objectives are based on a vast foundation of historical performance data and industry benchmarks, and our campaigns are rigorously measured and optimized against these stated goals. Channel reporting is provided and reviewed with our clients on a regular basis to ensure alignment, but optimizations are conducted daily within the campaign period by our team of digital experts.

REPORTING REVIEWS & OPTIMIZATIONS

We use DoubleClick’s suite of products, including the DoubleClick marketing platform, to provide the most up-to-date, actionable data, as well as attribution tools to make smarter decisions across digital channels. MMGY also utilizes DoubleClick’s planning tools to efficiently negotiate digital media buys and quickly execute media campaigns. Campaign setup, monthly reporting, optimizing and general media analysis are all included within our fee structure. Our robust analytics platform enables us to measure the effectiveness of paid media channels and optimize performance quickly to drive immediate results.

Monthly reporting of digital media results includes:

- Constant monitoring and optimizing at the site and placement levels
- Creative performance available
- Performance tracked by a number of objectives, including site traffic, spend, revenue, and RFPs for group and wedding bookings
- Pacing of projected KPIs set by MMGY and client
- Utilizing data learnings for increased efficiencies
- Insights and trends provided
- MMGY uses DoubleClick floodlight tags to track post impression and post click activity for 30 days from all digital media efforts for comprehensive media results

KEY PERFORMANCE INDICATORS

We believe media performance includes more than just media spend and results. It’s important to look at total results attributed to marketing dollars and in-destination results and spend.



**Not targeted goals, but utilized to measure media efficiency.*

CATEGORIES OF MEASUREMENT



03 OUR APPROACH TO INTEGRATED CAMPAIGN SUCCESS

STEP 4 – MEASURE

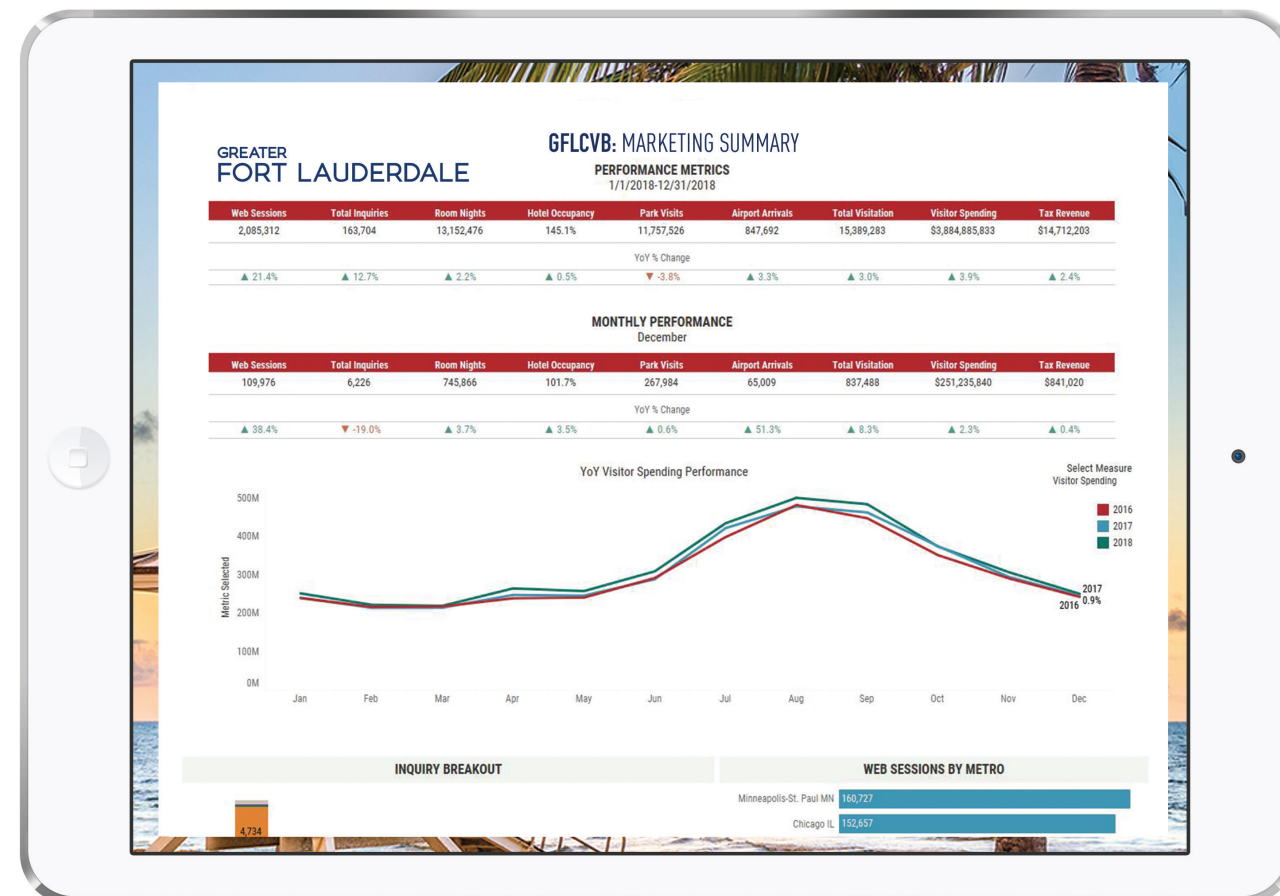
IF IT'S WORTH DOING, IT'S WORTH MEASURING

Our approach to measurement will leverage the tools already contracted by the Greater Fort Lauderdale Convention & Visitors Bureau. We will also plan to layer in mobile arrival measurement provided by our Terminal product. This technology allows us to not only view arrivals of exposed audiences but also to show where they visited. With the objective being to disperse tourists throughout the greater Fort Lauderdale area, this will be a powerful addition to the suite of tools available to us.

We understand how critical it is for an organization to exhibit direct and measurable results for marketing initiatives. In addition to new tracking capabilities and episodic, channel-specific reports (typically monthly), we'd also propose the development of an integrated dashboard. This dashboard would incorporate all destination and marketing data into a comprehensive, web-based interface that allows on-demand analysis of trends, KPIs, engagement, and conversion. We build every dashboard custom for our partners and work with you to determine the appropriate cost based on the data that will best showcase a comprehensive view of marketing efforts to key stakeholders. When designing dashboards for media clients, we display and trend key actionable metrics across different data sources with relevant time-based comparisons (such as year over year, year to date, or fiscal year to date) and monitor against set KPIs. We also build in options to filter, drill in and reveal more in-depth insights into the data. By bringing together data from a variety of sources (internal and external), our dashboards provide a comprehensive view of your business and marketing activity.

While creative and reporting aren't usually used in the same sentence, we believe data can drive better strategic direction as we can make decisions based on real results of what creative drives our travelers to action.

We'd propose the development of an integrated dashboard, designed to capture top-line metrics across channels and present them to the Greater Fort Lauderdale Convention & Visitors Bureau and the industry in an easy-to-understand format.





04
TIMELINE & PROPOSED §
COMPENSATION STRUCTURE

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

THE ROAD AHEAD

If we are awarded the business, this is a sample timeline to complete the services outlined in the RFP. If we were to simultaneously be awarded the additional branding services, we would propose an interim campaign be developed while the branding work and new creative campaign concepts are finalized.

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST
ONBOARDING TEAM(S)												
Contracting, Staffing, MSA Development (July-August)												
Asset Sharing (Creative, Research, Reporting, Historical Plans, etc)												
MMGY Internal Onboarding / Debriefing												
Full Team Brand Immersion												
STRATEGIC PLANNING/ANALYTICS												
Strategic Planning Outline – Delivered												
Target Market(s) and Audience Segmentation, Prospecting Analysis												
-Databases to MMGY												
-Analysis and Profile Development												
-Presentation of Segments												
Positioning Strategy / Product Differentiation												
Creative and Communication Framework												
Dashboard kickoff												
Dashboard Development												
Dashboard Launch												
CREATIVE DEVELOPMENT												
Creative Concepts Development												
-Round 1 for Review												
-Finalized Concepts												
Asset Development (complete executions to specs)												
MEDIA PLANNING												
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)												
Media Planning/RFP/Negotiation												
GTM Plan Presentation												
Formal Plan Approval												
Media Buying, Tag Implementation, Trafficking and Testing												
Media Live												
Optimization / Reporting												
ACCOUNT MANAGEMENT												
Staff Training – Living the Brand Workshops												
Status Meetings (Weekly)												
Billing (Monthly)												
Reporting (Monthly)												
Reporting (Quarterly)												
Reporting (Annually)												

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	AUGUST '20	SEPTEMBER '20	OCTOBER '20	NOVEMBER '20	DECEMBER '20	JANUARY '21	FEBRUARY '21	MARCH '21	APRIL '21	MAY '21	JUNE '21	JULY '21	AUGUST '21
STRATEGIC PLANNING/ANALYTICS													
Pre-Planning Meeting (In Person)													
Strategic Planning Outline - Delivered (Via Conference Call)													
Creative and Communication Review													
CREATIVE DEVELOPMENT													
Creative Concepts Development													
-Round 1 for Review													
-Finalized Concepts													
Asset Development (Complete Executions to Specs)													
MEDIA PLANNING													
GTM Planning and Strategy (Detailed Media Plan, Tagging Model and Goals)													
Media Planning/RFP/Negotiation													
GTM Plan Presentation													
Media Buying, Tag Implementation, Trafficking and Testing													
Media Live													
Optimization / Reporting													
ACCOUNT MANAGEMENT													
Status Meetings (Weekly)													
Billing (Monthly)													
Reporting (Monthly)													
Reporting (Quarterly)													
Reporting (Annually)													

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

	YEAR 1	YEAR 2	YEAR 3
NET MEDIA BUDGET	\$4,000,000	\$4,000,000	\$4,000,000
Research-based, results-driven domestic and international integrated media buy			
AGENCY SERVICES	\$903,940*	\$813,546*	\$813,546*
ACCOUNT LEADERSHIP SERVICES Account leadership inclusive of all research, strategy, account management and project management. Also, stakeholder meeting attendance, co-op program management and associated MMGY travel costs. MMGY will provide an in-depth profile of prospective visitors to the Greater Fort Lauderdale area drawn from our proprietary consumer traveler study, Portrait of American Travelers®. This will include a custom data run to profile prospective visitors to the destination, an executive summary of key findings, recommendations and a complete set of data tables comparing your prospect audience with non-prospects. You will also have access to a senior MMGY research consultant for follow-up questions and queries throughout the year to ensure the data and analysis are valuable to your business strategy and marketing decision-making.			
DATA SERVICES Includes Terminal data modeling/analysis and audience segmentation to identify high-value customers and business strategy time to integrate the needs of the consumer with the needs of the GFLCVB. In addition to eCRM lead acquisition strategy, contact strategy design and program management. The development of an integrated dashboard designed to capture top-line metrics across channels in an easy-to-understand and shareable format is also included.			
MEDIA SERVICES Metrics-driven integrated media plan recommendations including associated media research, strategy, negotiation, buying, execution and monthly reporting. Media recommendations include co-op, paid search and paid social program setup and management.			
CREATIVE CAMPAIGN SERVICES Includes account strategy and planning time to create customer journeys, insights mapping and creative campaign briefs, as well as time of the creative team to concept, create, version and develop a results-driven creative campaign to fulfill the \$4,000,000 media plan. Also included are necessary copywriting, editing, proofreading, fact-checking and art direction services. New photography and video production to support the campaign are included as a separate budget on the following page. *Up to 6% of this budget has been dedicated to a CBE partner to potentially fulfill video and photography production and to assist with management of co-op efforts.			
ADDITIONAL MEDIA TECH FEES	\$95,000	\$95,000	\$95,000
MMGY will provide digital media ad serving through our third-party ad server. MMGY will track, verify and reconcile third-party invoicing and bill net ad serving monthly. Estimated net ad serving fees associated with a \$4,000,000 media plan are included in the monthly fee, however, this cost will fluctuate based on actual media spend. MMGY utilizes extensive media research via syndicated media research platforms including Nielsen Media Research, GfK MRI, Kantar, SQAD, Scarbournough, eMarketer and comScore. This research will provide the GFLCVB a competitive media analysis, consumer media insights and media recommendations.			
TOTAL BUDGET	\$4,998,940	\$4,908,546	\$4,908,546
PROPOSED MONTHLY FEE	\$83,245	\$75,712	\$75,712
We are willing to set aside 10% of the total compensation tied to achieving mutually agreeable goals. Using this budget as the example, agency compensation is \$998,940 and we would defer \$99,894 subject to meeting these defined objectives. By achieving these goals together, we would have the ability to earn all or a portion of the deferred fee of \$99,894 plus a negotiable 5% additional bonus to be paid as part of the deferred compensation, resulting in a total of \$149,841 if 100% of the goals are met.			

ADDITIONAL NOTES:

Integrated media will be billed at net up to \$4 million, per the sample media plan. Media exceeding \$4 million will be billed at net with an additional reduced agency services fee of \$50,000 for the first \$500,000 in additional media budget. For every \$500,000 above \$4.5 million media there would be an additional reduced agency services fee of \$40,000.

There will be a \$16,000 data modeling hard cost and a data management fee (5% for Terminal-powered media) applied to the media plan if activated.

As an optional service, MMGY can provide digital ad verification through third-party technology partners. Ad verification provides real-time inventory evaluation at the impression level, blocking working media dollars from running within inappropriate content or markets or to fraudulent traffic sources (bots). The agency will report to the client at agreed upon intervals the volume of blocked impressions and associated estimated media savings as a result of ad verification. If the GFLCVB chooses this optional service, invoicing will be billed to the client at net monthly.

MMGY is flexible in how we structure our media invoicing and compensation based on client needs and requirements.

04 TIMELINE & PROPOSED COMPENSATION STRUCTURE

ADDITIONAL SERVICES	YEAR 1	YEAR 2	YEAR 3
PHOTO & VIDEO PRODUCTION			
<i>Asset development, inclusive of photography and video content needed for campaign execution, will be billed at net. This will be estimated and preapproved before execution. Based on campaigns of similar nature, we would recommend an initial production in year one to capture primary assets needed to launch the campaign and then a follow-up production to provide supporting assets in year two. MMGY has an in-house video and photography production team capable of producing, shooting and editing campaign assets. Previous work examples and production reels can be provided. If and when outside production company resources are needed, MMGY will manage those teams as part of the production.</i>	\$200,000–\$250,000	\$100,000–\$150,000	
BRAND DEVELOPMENT	\$90,000–\$110,000*		
<i>HEMISPHERES™ branding process includes necessary in-destination stakeholder sessions and discovery, new brand strategy, positioning, architecture and a brand anthem, as well as a presentation to GFLCVB staff of this new positioning and brand bible development.</i> <i>*Additional qualitative and quantitative research needs will be assessed after a full understanding of current work with DestinationNEXT and any gaps that might exist in the research. Estimates will be created for additional research needs.</i>			
LOGO & BRAND STANDARDS DEVELOPMENT	\$20,000–\$30,000		
<i>Three initial concepts will be created with up to three rounds of revisions for the logo associated with the approved brand that was developed in previous phases. Final logo files will be delivered with secondary versions and multiple file and color formats. Associated brand standards documentation detailing logo usage, color palettes, etc. would be provided as well.</i>			
ADVERSE IMPACT CAMPAIGN	\$75,000–\$100,000		
<i>MMGY has extensive experience in crisis preparedness and response. In addition to typical PR crisis management, MMGY would recommend earmarking additional funds toward creative campaign shifts. While every situation is different, based on our past experience, we would recommend approximately \$75,000–\$100,000 toward new campaign creative and production in addition to any associated media costs.</i>			

WHY MMGY §

WE KNOW FORT LAUDERDALE

Two agency brands within the MMGY Global Family have a over two decades of combined experience with the Greater Fort Lauderdale area. We understand the fundamental challenges and opportunities at hand. The addition of more research, extended experiential and media teams and an unparalleled creative team all focused on one thing, going great places together, means delivering even greater integrated results for the GFLCVB.

WE DEPLOY DATA-DRIVEN INTEGRATED STRATEGIES.

We go where others don't. We go where data leads us. Tools like The Portrait of the American Travelers® and Terminal tell us what channels to use, media to deploy and who to target. This data-driven approach drives results and is completely measurable.

WE INSPIRE PEOPLE TO GO PLACES.

We live and breathe travel every day. We know this industry better than anyone, and that shows through in our work for you. We can hit the ground running day one because we understand your business.

WE PUT OUR MONEY WHERE OUR MOUTH IS.

Fort Lauderdale deserves work that works. That's why we are willing to set aside 10% of the total compensation tied to making mutually-agreeable goals.

Supplier: **MMGY Global**

Standard Instructions to Vendors
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendors are instructed to read and follow the instructions carefully, as any misinterpretation or failure to comply with instructions may lead to a Vendor's submittal being rejected.

Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync. Refer to the [Purchasing Division website](#) or contact BidSync for submittal instructions.

A. Responsiveness Criteria:

In accordance with Broward County Procurement Code Section 21.8.b.65, a Responsive Bidder [Vendor] means a person who has submitted a proposal which conforms in all material respects to a solicitation. The solicitation submittal of a responsive Vendor must be submitted on the required forms, which contain all required information, signatures, notarizations, insurance, bonding, security, or other mandated requirements required by the solicitation documents to be submitted at the time of proposal opening.

Failure to provide the information required below at the time of submittal opening may result in a recommendation Vendor is non-responsive by the Director of Purchasing. The Selection or Evaluation Committee will determine whether the firm is responsive to the requirements specified herein. The County reserves the right to waive minor technicalities or irregularities as is in the best interest of the County in accordance with Section 21.30.f.1(c) of the Broward County Procurement Code.

Below are standard responsiveness criteria; refer to **Special Instructions to Vendors**, for Additional Responsiveness Criteria requirement(s).

1. Lobbyist Registration Requirement Certification

Refer to **Lobbyist Registration Requirement Certification**. The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

2. Addenda

The County reserves the right to amend this solicitation prior to the due date. Any change(s) to this solicitation will be conveyed through the written addenda process. Only written addenda will be binding. If a "must" addendum is issued, Vendor must follow instructions and submit required information, forms, or acknowledge addendum, as instructed therein. It is the responsibility of all potential Vendors to monitor the solicitation for any changing information, prior to submitting their response.

B. Responsibility Criteria:

Definition of a Responsible Vendor: In accordance with Section 21.8.b.64 of the Broward County Procurement Code, a Responsible Vendor means a Vendor who has the capability in all respects to perform the contract requirements, and the integrity and reliability which will assure good faith performance.

The Selection or Evaluation Committee will recommend to the awarding authority a determination of

a Vendor's responsibility. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award.

Failure to provide any of this required information and in the manner required may result in a recommendation by the Director of Purchasing that the Vendor is non-responsive.

Below are standard responsibility criteria; refer to **Special Instructions to Vendors**, for Additional Responsibility Criteria requirement(s).

1. **Litigation History**

- a. All Vendors are required to disclose to the County all "material" cases filed, pending, or resolved during the last three (3) years prior to the solicitation response due date, whether such cases were brought by or against the Vendor, any parent or subsidiary of the Vendor, or any predecessor organization. Additionally, all Vendors are required to disclose to the County all "material" cases filed, pending, or resolved against any principal of Vendor, regardless of whether the principal was associated with Vendor at the time of the "material" cases against the principal, during the last three (3) years prior to the solicitation response. A case is considered to be "material" if it relates, in whole or in part, to any of the following:
 - i. A similar type of work that the vendor is seeking to perform for the County under the current solicitation;
 - ii. An allegation of fraud, negligence, error or omissions, or malpractice against the vendor or any of its principals or agents who would be performing work under the current solicitation;
 - iii. A vendor's default, termination, suspension, failure to perform, or improper performance in connection with any contract;
 - iv. The financial condition of the vendor, including any bankruptcy petition (voluntary and involuntary) or receivership; or
 - v. A criminal proceeding or hearing concerning business-related offenses in which the vendor or its principals (including officers) were/are defendants.
- b. For each material case, the Vendor is required to provide all information identified in the **Litigation History Form**. Additionally, the Vendor shall provide a copy of any judgment or settlement of any material case during the last three (3) years prior to the solicitation response. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by Vendor that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- c. The County will consider a Vendor's litigation history information in its review and determination of responsibility.
- d. If the Vendor is a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture.
- e. A vendor is required to disclose to the County any and all cases(s) that exist between the County and any of the Vendor's subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the solicitation response.
- f. Failure to disclose any material case, including all requested information in connection with each such case, as well as failure to disclose the Vendor's subcontractors/subconsultants litigation history against the County, may result in the Vendor being deemed non-responsive.

2. **Financial Information**

- a. All Vendors are required to provide the Vendor's financial statements at the time of submittal

in order to demonstrate the Vendor's financial capabilities.

- b. Each Vendor shall submit its most recent two years of financial statements for review. The financial statements are not required to be audited financial statements. The annual financial statements will be in the form of:
 - i. Balance sheets, income statements and annual reports; or
 - ii. Tax returns; or
 - iii. SEC filings.

If tax returns are submitted, ensure it does not include any personal information (as defined under Florida Statutes Section 501.171, Florida Statutes), such as social security numbers, bank account or credit card numbers, or any personal pin numbers. If any personal information data is part of financial statements, redact information prior to submitting a response the County.

- c. If a Vendor has been in business for less than the number of years of required financial statements, then the Vendor must disclose all years that the Vendor has been in business, including any partial year-to-date financial statements.
- d. The County may consider the unavailability of the most recent year's financial statements and whether the Vendor acted in good faith in disclosing the financial documents in its evaluation.
- e. Any claim of confidentiality on financial statements should be asserted at the time of submittal. Refer to **Standard Instructions to Vendors**, Confidential Material/ Public Records and Exemptions for instructions on submitting confidential financial statements. The Vendor's failure to provide the information as instructed may lead to the information becoming public.
- f. Although the review of a Vendor's financial information is an issue of responsibility, the failure to either provide the financial documentation or correctly assert a confidentiality claim pursuant the Florida Public Records Law and the solicitation requirements (Confidential Material/ Public Records and Exemptions section) may result in a recommendation of non-responsiveness by the Director of Purchasing.

3. Authority to Conduct Business in Florida

- a. A Vendor must have the authority to transact business in the State of Florida and be in good standing with the Florida Secretary of State. For further information, contact the Florida Department of State, Division of Corporations.
- b. The County will review the Vendor's business status based on the information provided in response to this solicitation.
- c. It is the Vendor's responsibility to comply with all state and local business requirements.
- d. Vendor should list its active Florida Department of State Division of Corporations Document Number (or Registration No. for fictitious names) in the **Vendor Questionnaire**, Question No. 10.
- e. If a Vendor is an out-of-state or foreign corporation or partnership, the Vendor must obtain the authority to transact business in the State of Florida or show evidence of application for the authority to transact business in the State of Florida, upon request of the County.
- f. A Vendor that is not in good standing with the Florida Secretary of State at the time of a

submission to this solicitation may be deemed non-responsible.

- g. If successful in obtaining a contract award under this solicitation, the Vendor must remain in good standing throughout the contractual period of performance.

4. Affiliated Entities of the Principal(s)

- a. All Vendors are required to disclose the names and addresses of “affiliated entities” of the Vendor’s principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County. The Vendor is required to provide all information required on the **Affiliated Entities of the Principal(s) Certification Form**.
- b. The County will review all affiliated entities of the Vendor’s principal(s) for contract performance evaluations and the compliance history with the County’s Small Business Program, including CBE, DBE and SBE goal attainment requirements. “Affiliated entities” of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor’s principals in its review and determination of responsibility.

5. Insurance Requirements

The **Insurance Requirement Form** reflects the insurance requirements deemed necessary for this project. It is not necessary to have this level of insurance in effect at the time of submittal, but it is necessary to submit certificates indicating that the Vendor currently carries the insurance or to submit a letter from the carrier indicating it can provide insurance coverages.

C. Additional Information and Certifications

The following forms and supporting information (if applicable) should be returned with Vendor’s submittal. If not provided with submittal, the Vendor must submit within three business days of County’s request. Failure to timely submit may affect Vendor’s evaluation.

1. Vendor Questionnaire

Vendor is required to submit detailed information on their firm. Refer to the **Vendor Questionnaire** and submit as instructed.

2. Standard Certifications

Vendor is required to certify to the below requirements. Refer to the **Standard Certifications** and submit as instructed.

- a. **Cone of Silence Requirement Certification**
- b. **Drug-Free Workplace Certification**
- c. **Non-Collusion Certification**
- d. **Public Entities Crimes Certification**
- e. **Scrutinized Companies List Certification**

3. Subcontractors/Subconsultants/Suppliers Requirement

The Vendor shall submit a listing of all subcontractors, subconsultants, and major material suppliers, if any, and the portion of the contract they will perform. Vendors must follow the instructions included on the **Subcontractors/Subconsultants/Suppliers Information Form** and submit as instructed.

D. Standard Agreement Language Requirements

1. The acceptance of or any exceptions taken to the terms and conditions of the County's Agreement shall be considered a part of a Vendor's submittal and will be considered by the Selection or Evaluation Committee.
2. The applicable Agreement terms and conditions for this solicitation are indicated in the **Special Instructions to Vendors**.
3. Vendors are required to review the applicable terms and conditions and submit the **Agreement Exception Form**. If the **Agreement Exception Form** is not provided with the submittal, it shall be deemed an affirmation by the Vendor that it accepts the Agreement terms and conditions as disclosed in the solicitation.
4. If exceptions are taken, the Vendor must specifically identify each term and condition with which it is taking an exception. Any exception not specifically listed is deemed waived. Simply identifying a section or article number is not sufficient to state an exception. Provide either a redlined version of the specific change(s) or specific proposed alternative language. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.
5. Submission of any exceptions to the Agreement does not denote acceptance by the County. Furthermore, taking exceptions to the County's terms and conditions may be viewed unfavorably by the Selection or Evaluation Committee and ultimately may impact the overall evaluation of a Vendor's submittal.

E. Evaluation Criteria

1. The Selection or Evaluation Committee will evaluate Vendors as per the **Evaluation Criteria**. The County reserves the right to obtain additional information from a Vendor.
2. Vendor has a continuing obligation to inform the County in writing of any material changes to the information it has previously submitted. The County reserves the right to request additional information from Vendor at any time.
3. For Request for Proposals, the following shall apply:
 - a. The Director of Purchasing may recommend to the Evaluation Committee to short list the most qualified firms prior to the Final Evaluation.
 - b. The Evaluation Criteria identifies points available; a total of 100 points is available.
 - c. If the Evaluation Criteria includes a request for pricing, the total points awarded for price is determined by applying the following formula:
$$\frac{(\text{Lowest Proposed Price}/\text{Vendor's Price}) \times (\text{Maximum Number of Points for Price})}{= \text{Price Score}}$$
 - d. After completion of scoring, the County may negotiate pricing as in its best interest.
4. For Requests for Letters of Interest or Request for Qualifications, the following shall apply:
 - a. The Selection or Evaluation Committee will create a short list of the most qualified firms.
 - b. The Selection or Evaluation Committee will either:

- i. Rank shortlisted firms; or
- ii. If the solicitation is part of a two-step procurement, shortlisted firms will be requested to submit a response to the Step Two procurement.

F. Demonstrations

If applicable, as indicated in Special Instructions to Vendors, Vendors will be required to demonstrate the nature of their offered solution. After receipt of submittals, all Vendors will receive a description of, and arrangements for, the desired demonstration. In accordance with Section 286.0113 of the Florida Statutes and pursuant to the direction of the Broward County Board of Commissioners, demonstrations are closed to only the vendor team and County staff.

G. Presentations

Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) will have an opportunity to make an oral presentation to the Selection or Evaluation Committee on the Vendor's approach to this project and the Vendor's ability to perform. The committee may provide a list of subject matter for the discussion. All Vendor's will have equal time to present but the question-and-answer time may vary. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, presentations during Selection or Evaluation Committee Meetings are closed. Only the Selection or Evaluation Committee members, County staff and the vendor and their team scheduled for that presentation will be present in the Meeting Room during the presentation and subsequent question and answer period.

H. Public Art and Design Program

If indicated in **Special Instructions to Vendors**, Public Art and Design Program, Section 1-88, Broward County Code of Ordinances, applies to this project. It is the intent of the County to functionally integrate art, when applicable, into capital projects and integrate artists' design concepts into this improvement project. The Vendor may be required to collaborate with the artist(s) on design development within the scope of this request. Artist(s) shall be selected by Broward County through an independent process. For additional information, contact the Broward County Cultural Division.

I. Committee Appointment

The Cone of Silence shall be in effect for County staff at the time of the Selection or Evaluation Committee appointment and for County Commissioners and Commission staff at the time of the Shortlist Meeting of the Selection Committee or the Initial Evaluation Meeting of the Evaluation Committee. The committee members appointed for this solicitation are available on the Purchasing Division's website under [Committee Appointment](#).

J. Committee Questions, Request for Clarifications, Additional Information

At any committee meeting, the Selection or Evaluation Committee members may ask questions, request clarification, or require additional information of any Vendor's submittal or proposal. It is highly recommended Vendors attend to answer any committee questions (if requested), including a Vendor representative that has the authority to bind.

Vendor's answers may impact evaluation (and scoring, if applicable). Upon written request to the Purchasing Agent prior to the meeting, a conference call number will be made available for Vendor participation via teleconference. Only Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) are requested to participate in a final (or presentation) Selection or Evaluation committee meeting.

K. Vendor Questions

The County provides a specified time for Vendors to ask questions and seek clarification regarding solicitation requirements. All questions or clarification inquiries must be submitted through BidSync by the date and time referenced in the solicitation document (including any addenda). The County will respond to questions via Bid Sync.

L. Confidential Material/ Public Records and Exemptions

1. Broward County is a public agency subject to Chapter 119, Florida Statutes. Upon receipt, all submittals become "public records" and shall be subject to public disclosure consistent with Chapter 119, Florida Statutes. Submittals may be posted on the County's public website or included in a public records request response, unless there is a declaration of "confidentiality" pursuant to the public records law and in accordance with the procedures in this section.
2. Any confidential material(s) the Vendor asserts is exempt from public disclosure under Florida Statutes must be labeled as "Confidential", and marked with the specific statute and subsection asserting exemption from Public Records.
3. To submit confidential material, three hardcopies must be submitted in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

4. Material will not be treated as confidential if the Vendor does not cite the applicable Florida Statute (s) allowing the document to be treated as confidential.
5. Any materials that the Vendor claims to be confidential and exempt from public records must be marked and separated from the submittal. If the Vendor does not comply with these instructions, the Vendor's claim for confidentiality will be deemed as waived.
6. Submitting confidential material may impact full discussion of your submittal by the Selection or Evaluation Committee because the Committee will be unable to discuss the details contained in the documents cloaked as confidential at the publicly noticed Committee meeting.

M. Copyrighted Materials

Copyrighted material is not exempt from the Public Records Law, Chapter 119, Florida Statutes. Submission of copyrighted material in response to any solicitation will constitute a license and permission for the County to make copies (including electronic copies) as reasonably necessary for the use by County staff and agents, as well as to make the materials available for inspection or production pursuant to Public Records Law, Chapter 119, Florida Statutes.

N. State and Local Preferences

If the solicitation involves a federally funded project where the fund requirements prohibit the use of state and/or local preferences, such preferences contained in the Local Preference Ordinance and Broward County Procurement Code will not be applied in the procurement process.

O. Local Preference

Except where otherwise prohibited by federal or state law or other funding source restrictions, a local Vendor whose submittal is within 5% of the highest total ranked Vendor outside of the preference area will become the Vendor with whom the County will proceed with negotiations for a

final contract. Refer to **Local Vendor Certification Form (Preference and Tiebreaker)** for further information.

P. Tiebreaker Criteria

In accordance with Section 21.31.d of the Broward County Procurement Code, the tiebreaker criteria shall be applied based upon the information provided in the Vendor's response to the solicitation. In order to receive credit for any tiebreaker criterion, complete and accurate information must be contained in the Vendor's submittal.

1. **Local Vendor Certification Form (Preference and Tiebreaker);**
2. **Domestic Partnership Act Certification (Requirement and Tiebreaker);**
3. **Tiebreaker Criteria Form: Volume of Work Over Five Years**

Q. Posting of Solicitation Results and Recommendations

The Broward County Purchasing Division's [website](#) is the location for the County's posting of all solicitations and contract award results. It is the obligation of each Vendor to monitor the website in order to obtain complete and timely information.

R. Review and Evaluation of Responses

A Selection or Evaluation Committee is responsible for recommending the most qualified Vendor(s). The process for this procurement may proceed in the following manner:

1. The Purchasing Division delivers the solicitation submittals to agency staff for summarization for the committee members. Agency staff prepares a report, including a matrix of responses submitted by the Vendors. This may include a technical review, if applicable.
2. Staff identifies any incomplete responses. The Director of Purchasing reviews the information and makes a recommendation to the Selection or Evaluation Committee as to each Vendor's responsiveness to the requirements of the solicitation. The final determination of responsiveness rests solely on the decision of the committee.
3. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award. The awarding authority may consider the following factors, without limitation: debarment or removal from the authorized Vendors list or a final decree, declaration or order by a court or administrative hearing officer or tribunal of competent jurisdiction that the Vendor has breached or failed to perform a contract, claims history of the Vendor, performance history on a County contract(s), an unresolved concern, or any other cause under this code and Florida law for evaluating the responsibility of a Vendor.

S. Vendor Protest

Sections 21.118 and 21.120 of the Broward County Procurement Code set forth procedural requirements that apply if a Vendor intends to protest a solicitation or proposed award of a contract and state in part the following:

1. Any protest concerning the solicitation or other solicitation specifications or requirements must be made and received by the County within seven business days from the posting of the solicitation or addendum on the Purchasing Division's website. Such protest must be made in writing to the Director of Purchasing. Failure to timely protest solicitation specifications or requirements is a waiver of the ability to protest the specifications or requirements.

2. Any protest concerning a solicitation or proposed award above the award authority of the Director of Purchasing, after the RLI or RFP opening, shall be submitted in writing and received by the Director of Purchasing within five business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
3. Any actual or prospective Vendor who has a substantial interest in and is aggrieved in connection with the proposed award of a contract that does not exceed the amount of the award authority of the Director of Purchasing, may protest to the Director of Purchasing. The protest shall be submitted in writing and received within three (3) business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
4. For purposes of this section, a business day is defined as Monday through Friday between 8:30 a.m. and 5:00 p.m. Failure to timely file a protest within the time prescribed for a proposed contract award shall be a waiver of the Vendor's right to protest.
5. As a condition of initiating any protest, the protestor shall present the Director of Purchasing a nonrefundable filing fee in accordance with the table below.

<u>Estimated Contract Amount</u>	<u>Filing Fee</u>
\$30,000 - \$250,000	\$ 500
\$250,001 - \$500,000	\$1,000
\$500,001 - \$5 million	\$3,000
Over \$5 million	5,000

If no contract proposal amount was submitted, the estimated contract amount shall be the County's estimated contract price for the project. The County may accept cash, money order, certified check, or cashier's check, payable to Broward County Board of Commissioners.

T. Right of Appeal

Pursuant to Section 21.83.d of the Broward County Procurement Code, any Vendor that has a substantial interest in the matter and is dissatisfied or aggrieved in connection with the Selection or Evaluation Committee's determination of responsiveness may appeal the determination pursuant to Section 21.120 of the Broward County Procurement Code.

1. The appeal must be in writing and sent to the Director of Purchasing within ten (10) calendar days of the determination by the Selection or Evaluation Committee to be deemed timely.
2. As required by Section 21.120, the appeal must be accompanied by an appeal bond by a Vendor having standing to protest and must comply with all other requirements of this section.
3. The institution and filing of an appeal is an administrative remedy to be employed prior to the institution and filing of any civil action against the County concerning the subject matter of the appeal.

U. Rejection of Responses

The Selection or Evaluation Committee may recommend rejecting all submittals as in the best interests of the County. The rejection shall be made by the Director of Purchasing, except when a solicitation was approved by the Board, in which case the rejection shall be made by the Board.

V. Negotiations

The County intends to conduct the first negotiation meeting no later than two weeks after approval of the final ranking as recommended by the Selection or Evaluation Committee. At least one of the representatives for the Vendor participating in negotiations with the County must be authorized to bind the Vendor. In the event that the negotiations are not successful within a reasonable timeframe (notification will be provided to the Vendor) an impasse will be declared and negotiations with the first-ranked Vendor will cease. Negotiations will begin with the next ranked Vendor, etc. until such time that all requirements of Broward County Procurement Code have been met. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, negotiations resulting from Selection or Evaluation Committee Meetings are closed. Only County staff and the selected vendor and their team will be present during negotiations.

W. Submittal Instructions:

1. Broward County does not require any personal information (as defined under Section 501.171, Florida Statutes), such as social security numbers, driver license numbers, passport, military ID, bank account or credit card numbers, or any personal pin numbers, in order to submit a response for ANY Broward County solicitation. DO NOT INCLUDE any personal information data in any document submitted to the County. If any personal information data is part of a submittal, this information must be redacted prior to submitting a response to the County.
2. **Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync.** It is the Vendor's sole responsibility to assure its response is submitted and received through BidSync by the date and time specified in the solicitation.
3. The County will not consider solicitation responses received by other means. Vendors are encouraged to submit their responses in advance of the due date and time specified in the solicitation document. In the event that the Vendor is having difficulty submitting the solicitation document through Bid Sync, immediately notify the Purchasing Agent and then contact BidSync for technical assistance.
4. Vendor must view, submit, and/or accept each of the documents in BidSync. Web-fillable forms can be filled out and submitted through BidSync.
5. After all documents are viewed, submitted, and/or accepted in BidSync, the Vendor must upload additional information requested by the solicitation (i.e. Evaluation Criteria and Financials Statements) in the Item Response Form in BidSync, under line one (regardless if pricing requested).
6. Vendor should upload responses to Evaluation Criteria in Microsoft Word or Excel format.
7. If the Vendor is declaring any material confidential and exempt from Public Records, refer to Confidential Material/ Public Records and Exemptions for instructions on submitting confidential material.
8. After all files are uploaded, Vendor must submit and **CONFIRM** its offer (by entering password) for offer to be received through BidSync.

9. If a solicitation requires an original Proposal Bond (per Special Instructions to Vendors), Vendor must submit in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

A copy of the Proposal Bond should also be uploaded into Bid Sync; this does not replace the requirement to have an original proposal bond. Vendors must submit the original Proposal Bond, by the solicitation due date and time.

Supplier: **MMGY Global**

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendor should complete questionnaire and complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

If a response requires additional information, the Vendor should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed questionnaire and attached responses will become part of the procurement record. It is imperative that the person completing the Vendor Questionnaire be knowledgeable about the proposing Vendor's business and operations.

1. Legal business name: **MMGY Global**
2. Doing Business As/ Fictitious Name (if applicable): **MMGY Global**
3. Federal Employer I.D. no. (FEIN): **454094535**
4. Dun and Bradstreet No.: **078569452**
5. Website address (if applicable): **<http://mmgyglobal.com/>**
6. Principal place of business address: **4601 Madison Avenue, Kansas City Missouri 64111**
7. Office location responsible for this project: **We will open a new office in market**
8. Telephone no.: **816.472.5988** Fax no.: **816.221.1021**
9. Type of business (check appropriate box):
 - ☐ Corporation (specify the state of incorporation):
 - ☐ Sole Proprietor
 - ☒ Limited Liability Company (LLC)
 - ☐ Limited Partnership
 - ☐ General Partnership (State and County Filed In)
 - ☐ Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): **N/A**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **MMGY Acquisition LLC**
 - b) **MMG Worldwide, Inc.**
 - c) **Peter C. Yesawich**
 - d) **Myriad Creative**

12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Clayton Reid**

Title: **CEO**

E-mail: **creid@mmgyglobal.com**

Telephone No.: **1 816-300-5104**

Name: **Craig Compagnone**

Title: **COO**

E-mail: **ccompagnone@mmgyglobal.com**

Telephone No.: **1 816-300-5202**

13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☒ No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☒ No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☒ No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☒ No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☒ No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
21. Living Wage solicitations only: In determining what, if any, fiscal impacts(s) are a result of the Ordinance for this solicitation, provide the following for informational purposes only. Response is not considered in determining the award of this contract.
- Living Wage had an effect on the pricing. ☐ Yes ☐ No
☒ N/A
- If yes, Living Wage increased the pricing by% or decreased the pricing by%.

Cone of Silence Requirement Certification:

The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Vendors, Commissioners, County staff, and Selection or Evaluation Committee members. Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures. After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the Director of Purchasing or designee. The Cone of Silence terminates when the County Commission or other awarding authority takes action which ends the solicitation.

The Vendor hereby certifies that: (check each box)

- ☒ The Vendor has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and
- ☒ The Vendor understands that the Cone of Silence for this competitive solicitation shall be in effect beginning upon the appointment of the Selection or Evaluation Committee, for communication regarding this

solicitation with the County Administrator, Deputy County Administrator, Assistant County Administrators, and Assistants to the County Administrator and their respective support staff or any person, including Evaluation or Selection Committee members, appointed to evaluate or recommend selection in this RFP/RLI process. For Communication with County Commissioners and Commission staff, the Cone of Silence allows communication until the initial Evaluation or Selection Committee Meeting.

- ☒ The Vendor agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:

Section 21.31.a. of the Broward County Procurement Code requires awards of all competitive solicitations requiring Board award be made only to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establishing a continuing drug-free awareness program to inform its employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The offeror's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Giving all employees engaged in performance of the contract a copy of the statement required by subparagraph 1;
4. Notifying all employees, in writing, of the statement required by subparagraph 1, that as a condition of employment on a covered contract, the employee shall:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of the employee's conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or of any state, for a violation occurring in the workplace NO later than five days after such conviction.
5. Notifying Broward County government in writing within 10 calendar days after receiving notice under subdivision 4.b above, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;
6. Within 30 calendar days after receiving notice under subparagraph 4 of a conviction, taking one of the following actions with respect to an employee who is convicted of a drug abuse violation occurring in the workplace:
 - a. Taking appropriate personnel action against such employee, up to and including termination; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency; and
7. Making a good faith effort to maintain a drug-free workplace program through implementation of subparagraphs 1 through 6.

The Vendor hereby certifies that: (check box)

- ☒ The Vendor certifies that it has established a drug free workplace program in accordance with the above requirements.

Non-Collusion Certification:

Vendor shall disclose, to their best knowledge, any Broward County officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Vendor's business, who is in a position to influence this procurement. Any Broward County officer or employee who has any input into the writing of specifications or requirements, solicitation of

offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. Failure of a Vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the Broward County Procurement Code.

The Vendor hereby certifies that: (select one)

- ☒ The Vendor certifies that this offer is made independently and free from collusion; or
- ☐ The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.

Public Entities Crimes Certification:

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted vendor list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted vendor list.

The Vendor hereby certifies that: (check box)

- ☒ The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor hereby certifies that: (check each box)

- ☒ The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- ☒ The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- ☒ If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

I hereby certify the information provided in the Vendor Questionnaire and Standard Certifications:

Craig Compagnone	COO	2/18/2019
<hr/>	<hr/>	<hr/>
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **MMGY Global**

* I certify that I am authorized to sign this solicitation response on behalf of the Vendor as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Vendor. As the Vendor's authorized representative, I attest that any and all statements, oral, written or otherwise, made in support of the Vendor's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Vendor's response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code. I certify that the Vendor's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Vendor agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

Supplier: MMGY Global

LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

The Vendor certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Vendor hereby certifies that: (select one)

- ☒ It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.
- ☐ It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances.

It is a requirement of this solicitation that the names of any and all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Authorized Signature/Name: Craig Compagnone Date: 2/14/2019

Title: COO

Vendor Name: MMGY Global

Supplier: MMGY Global**DOMESTIC PARTNERSHIP ACT CERTIFICATION FORM (REQUIREMENT AND
TIEBREAKER)**

Refer to Special Instructions to identify if Domestic Partnership Act is a requirement of the solicitation or acts only as a tiebreaker. If Domestic Partnership is a requirement of the solicitation, the completed and signed form should be returned with the Vendor's submittal. If the form is not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes. To qualify for the Domestic Partnership tiebreaker criterion, the Vendor must currently offer the Domestic Partnership benefit and the completed and signed form must be returned at time of solicitation submittal.

The Domestic Partnership Act, Section 16 ½ -157, Broward County Code of Ordinances, requires all Vendors contracting with the County, in an amount over \$100,000 provide benefits to Domestic Partners of its employees, on the same basis as it provides benefits to employees' spouses, with certain exceptions as provided by the Ordinance.

For all submittals over \$100,000.00, the Vendor, by virtue of the signature below, certifies that it is aware of the requirements of Broward County's Domestic Partnership Act, Section 16-½ -157, Broward County Code of Ordinances; and certifies the following: (check only one below).

- ☐ 1. The Vendor currently complies with the requirements of the County's Domestic Partnership Act and provides benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses
- ☒ 2. The Vendor will comply with the requirements of the County's Domestic Partnership Act at time of contract award and provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- ☐ 3. The Vendor will not comply with the requirements of the County's Domestic Partnership Act at time of award.
- ☐ 4. The Vendor does not need to comply with the requirements of the County's Domestic Partnership Act at time of award because the following exception(s) applies: **(check only one below)**.
 - ☐ The Vendor is a governmental entity, not-for-profit corporation, or charitable organization.
 - ☐ The Vendor is a religious organization, association, society, or non-profit charitable or educational institution.
 - ☐ The Vendor provides an employee the cash equivalent of benefits. (Attach an affidavit in compliance with the Act stating the efforts taken to provide such benefits and the amount of the cash equivalent).
 - ☐ The Vendor cannot comply with the provisions of the Domestic Partnership Act because it would violate the laws, rules or regulations of federal or state law or would violate or be inconsistent with the terms or conditions of a grant or contract with the United States or State of Florida. Indicate the law, statute or regulation (State the law, statute or regulation and attach explanation of its applicability).

Craig Compagnone
Authorized Signature/Name**COO**
Title**MMGY Global**
Vendor Name**2/14/2019**
Date



Supplier: MMGY Global**Office of Economic and Small Business Requirements: CBE Goal Participation**

- A. In accordance with the Broward County Business Opportunity Act of 2012, Section 1-81, Code of Ordinances, as amended (the "Business Opportunity Act"), the County Business Enterprise (CBE) Program is applicable to this contract. All Vendors responding to this solicitation are required to utilize CBE firms to perform the assigned participation goal for this contract.
- B. The CBE participation goal will be established based on the expected expenditure amount for the proposed scope of services for the project. The Office of Economic and Small Business Development (OESBD) will not include alternate items, optional services or allowances when establishing the CBE participation goal. If the County subsequently chooses to award any alternate items, optional services or allowances as determined by OESBD and the Contract Administrator to be related to the scope of services, OESBD may apply the established CBE participation goal. In such an instance, the County will issue a written notice to the successful Vendor that the CBE participation goal will also apply to the alternate items, optional services or allowances. Vendor shall submit all required forms pertaining to its compliance with the CBE participation goal, as applicable. Failure by Vendor to submit the required forms may result in the rejection of Vendor's solicitation submittal prior to the award or failure to comply with the contract requirements may have an impact on the vendor performance evaluation post award, as applicable.
- C. CBE Program Requirements: Compliance with CBE participation goal requirements is a matter of responsibility; Vendor should submit all required forms and information with its solicitation submittal. If the required forms and information are not provided with the Vendor's solicitation submittal, then Vendor must supply the required forms and information no later than three (3) business days after request by OESBD. Vendor may be deemed non-responsible for failure to fully comply with CBE Program Requirements within these stated timeframes.
1. Vendor should include in its solicitation submittal a **Letter Of Intent Between Bidder/Offeror and County Business Enterprise (CBE) Subcontractor/Supplier** for each CBE firm the Vendor intends to use to achieve the assigned CBE participation goal. The form is available at the following link:
<http://www.broward.org/EconDev/Documents/CBELetterOfIntent.pdf>
 2. If Vendor is unable to attain the CBE participation goal, Vendor should include in its solicitation submittal an **Application for Evaluation of Good Faith Efforts** and all of the required supporting information. The form is available at the following link:
<http://www.broward.org/EconDev/WhatWeDo/Documents/GoodFaithEffortEval.pdf>
- D. OESBD maintains an online directory of CBE firms. The online directory is available for use by Vendors at <https://webapps4.broward.org/smallbusiness/sbdirectory.aspx>.
- E. For detailed information regarding the CBE Program contact the OESBD at (954) 357-6400 or visit the website at: <http://www.broward.org/EconDev/SmallBusiness/>
- F. If awarded the contract, Vendor agrees to and shall comply with all applicable requirements of the Business Opportunity Act and the CBE Program in the award and administration of the contract.
1. No party to this contract may discriminate on the basis of race, color, sex, religion,

national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this contract.

2. All entities that seek to conduct business with the County, including Vendor or any Prime Contractors, Subcontractors, and Bidders, shall conduct such business activities in a fair and reasonable manner, free from fraud, coercion, collusion, intimidation, or bad faith. Failure to do so may result in the cancellation of this solicitation, cessation of contract negotiations, revocation of CBE certification, and suspension or debarment from future contracts.
3. If Vendor fails to meet or make Good Faith Efforts (as defined in the Business Opportunity Act) to meet the CBE participation commitment (the "Commitment"), then Vendor shall pay the County liquidated damages in an amount equal to fifty percent (50%) of the actual dollar amount by which Vendor failed to achieve the Commitment, up to a maximum amount of ten percent (10%) of the total contract amount, excluding costs and reimbursable expenses. An example of this calculation is stated in Section 1-81.7, Broward County Code of Ordinances.
4. Vendor shall comply with all applicable requirements of the Business Opportunity Act in the award of this contract. Failure by Vendor to carry out any of these requirements shall constitute a material breach of the contract, which shall permit the County to terminate this contract or to exercise any other remedy provided under this contract, the Broward County Code of Ordinances, the Broward County Administrative Code, or other applicable laws, with all such remedies being cumulative.
5. Vendor shall pay its CBE subcontractors and suppliers, within fifteen (15) days following receipt of payment from the County, for all completed subcontracted work and supplies. If Vendor withholds an amount from CBE subcontractors or suppliers as retainage, such retainage shall be released and paid within fifteen (15) days following receipt of payment of retained amounts from the County.
6. Vendor understands that the County will monitor Vendor's compliance with the CBE Program requirements. Vendor must provide OESBD with a Monthly Utilization Report (MUR) to confirm its compliance with the Commitment agreed to in the contract; timely submission of the MUR every month throughout the term of the contract, including amendment and extension terms, is a condition precedent to the County's payment of Vendor under the contract.

Supplier: MMGY Global**LITIGATION HISTORY FORM**

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- ☒ There are no material cases for this Vendor; or
☐ Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, name of Parent/Subsidiary/Predecessor: Or No <input type="checkbox"/>
Party	
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

Vendor Name: MMGY Global

Supplier: **MMGY Global**

AFFILIATED ENTITIES OF THE PRINCIPAL(S) CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- a. All Vendors are required to disclose the names and addresses of "affiliated entities" of the Vendor's principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County.
- b. The County will review all affiliated entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Program, including CBE, DBE and SBE goal attainment requirements. "Affiliated entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

The Vendor hereby certifies that: (select one)

- ☒ No principal of the proposing Vendor has prior affiliations that meet the criteria defined as "Affiliated entities"
- ☐ Principal(s) listed below have prior affiliations that meet the criteria defined as "Affiliated entities"

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Authorized Signature Name:

Title:

Vendor Name:

Date: **2/14/2019**

Supplier: MMGY Global

AGREEMENT EXCEPTION FORM

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, it shall be deemed an affirmation by the Vendor that it accepts the terms and conditions of the County's Agreement as disclosed in the solicitation.

The Vendor must either provide specific proposed alternative language on the form below. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.

- ☒ There are no exceptions to the terms and conditions of the County Agreement as referenced in the solicitation; or
- ☐ The following exceptions are disclosed below: (use additional forms as needed; separate each Article/ Section number)

Term or Condition Article / Section	Insert version of exception or specific proposed alternative language	Provide brief justification for change

Vendor Name: MMGY Global

Supplier: MMGY Global**RFP-RLI-RFQ LOCAL PREFERENCE AND TIE BREAKER CERTIFICATION FORM**

The completed and signed form should be returned with the Vendor's submittal to determine Local Preference eligibility, however it must be returned at time of solicitation submittal to qualify for the Tie Break criteria. If not provided with submittal, the Vendor must submit within three business days of County's request for evaluation of Local Preference. Proof of a local business tax should be submitted with this form. Failure to timely submit this form or local business tax receipt may render the business ineligible for application of the Local Preference or Tie Break Criteria.

In accordance with Section 21.31.d. of the Broward County Procurement Code, to qualify for the Tie Break Criteria, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward County and:
- a. has a valid Broward County local business tax receipt;
 - b. has been in existence for at least six-months prior to the solicitation opening;
 - c. at a business address physically located within Broward County;
 - d. in an area zoned for such business;
 - e. provides services from this location on a day-to-day basis, and
 - f. services provided from this location are a substantial component of the services offered in the Vendor's proposal.

In accordance with Local Preference, Section 1-74, et. seq., Broward County Code of Ordinances, a local business meeting the below requirements is eligible for Local Preference. To qualify for the Local Preference, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward and:
- a. has a valid Broward County local business tax receipt issued at least one year prior to solicitation opening;
 - b. has been in existence for at least one-year prior to the solicitation opening;
 - c. provides services on a day-to-day basis, at a business address physically located within the Broward County limits in an area zoned for such business; and
 - d. the services provided from this location are a substantial component of the services offered in the Vendor's proposal.

Local Business Address:

Vendor does not qualify for Tie Break Criteria or Local Preference, in accordance with the above requirements. The undersigned Vendor hereby certifies that (check box if applicable): The Vendor is not a local Vendor in Broward County.

Craig Compagnone**COO****MMGY Global****2/14/2019****AUTHORIZED
SIGNATURE/NAME****TITLE****COMPANY****DATE**

Supplier: **MMGY Global**

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" as indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

- ☐ The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved

interim contracts for the services provided under this contract; and

6. The Vendor understands that if after contract award, the County learns that the attestation was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis exercise any contractual right to terminate the contract. Further any misleading, inaccurate, false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as outlined in the Procurement Code, Section 21.119.

If the Vendor is submitting a response as a Joint Venture, the following information is required to be submitted:

- a. Name of the Joint Venture Partnership
- b. Percentage of Equity for all Joint Venture Partners
- c. A copy of the executed Agreement(s) between the Joint Venture Partners

- ☒ Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.

Vendor Information:

Vendor Name:

Vendor's address listed in its submittal is:

The signature below must be by an individual authorized to bind the Vendor. The signature below is an attestation that all information listed above and provided to Broward County is true and accurate.

Craig Compagnone	COO	MMGY Global	2/19/2018
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: **MMGY Global**

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

The following forms and supporting information (if applicable) should be returned with Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

- A. The Vendor shall submit a listing of all subcontractors, subconsultants and major material suppliers (firms), if any, and the portion of the contract they will perform. A major material supplier is considered any firm that provides construction material for construction contracts, or commodities for service contracts in excess of \$50,000, to the Vendor.
- B. If participation goals apply to the contract, only non-certified firms shall be identified on the form. A non-certified firm is a firm that is not listed as a firm for attainment of participation goals (ex. County Business Enterprise or Disadvantaged Business Enterprise), if applicable to the solicitation.
- C. This list shall be kept up-to-date for the duration of the contract. If subcontractors, subconsultants or suppliers are stated, this does not relieve the Vendor from the prime responsibility of full and complete satisfactory performance under any awarded contract.
- D. After completion of the contract/final payment, the Vendor shall certify the final list of non-certified subcontractors, subconsultants, and suppliers that performed or provided services to the County for the referenced contract.
- E. The Vendor has confirmed that none of the recommended subcontractors, subconsultants, or suppliers' principal(s), officer(s), affiliate(s) or any other related companies have been debarred from doing business with Broward County or any other governmental agency.

If none, state "none" on this form. Use additional sheets as needed. Vendor should scan and upload any additional form(s) in BidSync.

1. Subcontracted Firm's Name: **ORANGE LAB MEDIA GROUP**

Subcontracted Firm's Address: **333 Las Olas Way Fort Lauderdale FL 33301**

Subcontracted Firm's Telephone Number: **866.6061.10**

Contact Person's Name and Position: **Patrick Senior**

Contact Person's E-Mail Address: **-**

Estimated Subcontract/Supplies Contract Amount: **6%**

Type of Work/Supplies Provided: **Campaign photo and video production and co-op materials support**

2. Subcontracted Firm's Name:

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

Supplier: MMGY Global**VOLUME OF PREVIOUS WORK ATTESTATION FORM**

The completed and signed form should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to provide timely may affect the Vendor's evaluation. This completed form must be included with the Vendor's submittal at the time of the opening deadline to be considered for a Tie Breaker criterion (if applicable).

The calculation for Volume of Previous Work is all amounts paid to the prime Vendor by Broward County Board of County Commissioners at the time of the solicitation opening date within a five-year timeframe. The calculation of Volume of Previous Work for a prime Vendor previously awarded a contract as a member of a Joint Venture firm is based on the actual equity ownership of the Joint Venture firm.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

Vendor must list all projects it received payment from Broward County Board of County Commissioners during the past five years. If the Vendor is submitting as a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture. The Vendor attests to the following:

Item No.	Project Title	Solicitation/ Contract Number:	Department or Division	Date Awarded	Paid to Date Dollar Amount
1	N/A	N/A	N/A	N/A	0
2					
3					
4					
5					
Grand Total					0

Has the Vendor been a member/partner of a Joint Venture firm that was awarded a contract by the County? Yes ☐ No ☒

If Yes, Vendor must submit a **Joint Vendor Volume of Work Attestation Form**.

Vendor Name: MMGY Global**Craig Compagnone**
Authorized Signature/ Name**COO**
Title**2/18/2019**
Date

VOLUME OF PREVIOUS WORK ATTESTATION JOINT VENTURE FORM

If applicable, this form and additional required documentation should be submitted with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting documentation may affect the Vendor's evaluation.

The calculation of Volume of Previous Work for a prime Vendor previously awarded a contract as a member of a Joint Venture firm is based on the actual equity ownership of the Joint Venture firm. Volume of Previous Work is not based on the total payments to the Joint Venture firm.

Vendor must list all projects it received payment from Broward County Board of County Commissioners during the past five years as a member of a Joint Venture. The Vendor attests to the following:

Item No.	Project Title	Solicitation/ Contract Number:	Department or Division	Date Awarded	JV Equity %	Paid to Date Dollar Amount
1	N/A	N/A	N/A	N/A	N/A	0
2						
3						
4						
5						
Grand Total					0	

Vendor is required to submit an executed Joint Venture agreement(s) and any amendments for each project listed above. Each agreement must be executed prior to the opening date of this solicitation.

Vendor Name: MMGY Global

Craig Compagnone
Authorized Signature/ Name

COO
Title

2/18/2019
Date

Supplier: MMGY Global

SCRUTINIZED COMPANIES LIST REQUIREMENT CERTIFICATION FORM

The completed and signed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non responsive for failure to fully comply within stated timeframes.

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor, by virtue of the signature below, certifies that:

- a. The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4725 Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- b. The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- c. If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

Craig Compagnone
Authorized Signature/Name

COO
Title

MMGY Global
Vendor Name

2/19/2019
Date

Supplier: **MMGY Global**

Security Requirements

A. General Security Requirements and Criminal Background Screening:

1. All contractor and sub-contractor personnel requiring unescorted access to Broward County facilities must obtain a County issued contractor identification badge (contractor ID badge); except as specifically stated herein.
2. The background screening requirements for obtaining a contractor ID badge will depend on the facility to which unescorted access is being requested. Contract Administrators or designees and contractors may contact Broward County Security at (954) 357-6000 or FMsecurity@broward.org for the required background screening requirements associated with access to specific facilities. Contract Administrators will communicate all current and appropriate requirements to the contractor and sub-contractor throughout the contract period.

B. General Facilities:

1. Contractor and sub-contractor personnel servicing and requiring unescorted access to General Facilities must have a County issued contractor ID badge (contractor ID badge) which will be the responsibility of the contractor to obtain. Depending upon the request, the badge may carry electronic access privileges. The badge must be visible and worn at all times together with the contractor's company/business contractor ID badge. Similar to employee security/ID badges, requests for contractor ID badges are initially approved by the requesting agency director or designee and then submitted to Facilities Management Division (FMD) Security for final approval.
2. The issuance of a contractor ID badge for unescorted access to General Facilities requires a "Level 1" FDLE background check, which can be conducted by the Florida Department of Law Enforcement (FDLE). This "Level 1" FDLE background check is the contractor's responsibility and should be included in the bid price. FDLE background checks can be done by the contractor by phone at (850) 410-8109 or online at <https://web.fdle.state.fl.us/search/app/default>.
3. Upon completion of the background check, the contractor must attach a copy of the results to the contractor's application for a contractor ID badge. The Project Manager or designee utilizing the service of the contractor will be the "Sponsor" and will either provide the contractor with a Contractor ID Badge Request Form or assist the contractor in completing an on-line application for the County issued contractor ID badge.
4. Requests for a contractor ID badge requiring an FDLE background check may require lengthy processing and review by the Broward Sheriff's Office (BSO). Contractors and subcontractors must therefore submit the request to Broward County Security at least two (2) weeks prior to the start of service by the contractor. When identification badges are ready, Broward County Security will contact the contractor to arrange pick up. Upon pick up, the applicant must present a valid Florida identification and must be accompanied by his or her supervisor. Broward County Security will then supply contractor ID badge valid for the anticipated period within which the work will be performed. The validity period must be clearly stated on the Contractor ID Badge Request Form; however, the period of validity will not exceed one (1) year. Background checks will be required for renewal of contractor ID badge. At the termination of the contract and separation of employee services, the contractor is responsible for the collection and return of all contractor ID badge to the Project Manager and/or to Broward County Security.
5. Compliance with the County's security requirements is part of the overall contract performance evaluation. Final payment will, in part, be contingent on the return of all contractor ID badges issued to contractor personnel.
6. Broward County Security is located at Governmental Center East, 115 South Andrews Avenue Fort Lauderdale, FL 33301. Telephone (954) 357-6000.
7. All contractors must wear distinctive and neat appearing uniforms with vendor's company

name. Sub-contractor personnel must also have Broward County issued contractor IDs and meet the same security requirements and uniform standards as the primary contractor.

8. Contractors will not be allowed unescorted on the job site without proper County issued contractor ID badges.

C. Facilities Critical to Security and Public Safety:

Many Broward County government facilities will have areas designated as critical to security and public safety, pursuant to Broward County Ordinance 2003-08 Sections 26-121 and 26-122, as may be amended. The issuance of a contractor ID badge for unescorted access to facilities critical to security and public safety may entail a comprehensive statewide and national background check. Unescorted access to certain facilities occupied by the Broward Sheriff's Office (BSO) and the State Attorney's Office will require a national fingerprint-based records check per the Criminal Justice Information System (CJIS) policy.

A contractor employee found to have a criminal record consisting of felony conviction(s) shall be disqualified from access to the State Attorney's Offices and certain BSO facilities. A contractor employee with a record of misdemeanor offense(s) may be granted access if the System Security Officer (CSO), Terminal Access Coordinator (TAC), and FDLE determines that the nature of the offense(s) do not warrant disqualification. Applicants shall also be disqualified on the basis of confirmations that arrest warrants are outstanding for such applicants.

D. Contractor Work Crews:

Background investigations are generally not required for each member of a contractor work crew working on county premises and outside a building or structure. Examples are landscape crews and roofers. If it is necessary to enter the building or structure unescorted, these work crew members should obtain a contractor ID badge. If not, work crew members must be escorted at all times by the project manager, or designee, and must be under the direct supervision of a foreperson for the contractor. The foreperson must be aware of the crew members' whereabouts, has completed the appropriate background check for the location and type of work being undertaken, and has been issued and is displaying a contractor ID badge.

All members of a night cleaning crew must complete a background investigation appropriate to the requirements of the facility and so should all work crew members not escorted when working at a critical county facility.

Notwithstanding, the using agency is best positioned and suited to determine the safeguards and requirements that should be in place to manage the risks and consequences associated with the roles and activities of contractor, subcontractor, and work crews, when requesting a contractor ID badge. The agency is aware of the characteristics of the client population being served by the classes of persons, the need to safeguard high-value assets, and the requirement to comply with all statutory requirements governing background investigations.

E. Other Vendors:

Consultants, delivery personnel, and vending machine operators, without a County issued contractor badge, may obtain a Visitor pass and should be escorted by County personnel when accessing and working in designated non-public and employee work areas at both general facilities and facilities critical to security and public safety.

F. Port Everglades Locations:

1. The Port Everglades Department requires persons to present, at port entry, a valid driver's license, and valid reason for wishing to be granted port access in order to obtain a temporary/visitor ID badge. For persons who will visit the Port more than 15 times in a 90 day period, a permanent identification badge must be obtained and paid for by the contractor for all employees, subcontractors, agents and servants visiting or working on the port project. A restricted access badge application process will include fingerprints and a comprehensive background check. Badges must be renewed annually and the

fees paid pursuant to Broward County Administrative Code, Section 42.6. For further information, please call 954-765-4225.

2. All vehicles that are used regularly on the dock apron must have a Dockside Parking Permit. Only a limited number of permits will be issued per business entity. The fee is \$100.00 per permit/vehicle. Individuals requesting a permit must possess a valid Port-issued Restricted Access Area badge with a "Dock" destination. Requests for Dockside Parking Permits must be submitted in writing, on company letterhead, to the ID Badge Office. Applicants must demonstrate a need for access to the dock apron. Requests shall be investigated, and approved, if appropriate justification is provided. Supporting documentation must be supplied, if requested. Dock permits are not transferable and must be affixed to the lower left corner of the permitted vehicle's windshield. Should the permit holder wish to transfer the permit to another vehicle during the term of issuance, the permit will be removed and exchanged at no charge for a new permit. Only one business entity representative will be permitted on the dock at a time at the vessel location.
3. The Federal Government has instituted requirements for a Transportation Worker Identification Credential (TWIC) for all personnel requiring unescorted access to designated secure areas within Port Everglades. The contractor will be responsible for complying with the applicable TWIC requirements. For further information, please call 1-855-347-8371, or go on line to <https://www.tsa.gov/for-industry/twic>.

G. Airport Security Program and Aviation Regulations:

1. Consultant/contractor agrees to observe all security requirements and other requirements of the Federal Aviation Regulations applicable to Consultant/contractor, including without limitation, all regulations of the United States Department of Transportation, the Federal Aviation Administration and the Transportation Security Administration, and the Consultant/contractor agrees to comply with the County's Airport Security Program and the Air Operations area (AOA) Vehicle Access Program, and amendments thereto, and to comply with such other rules and regulations as may be reasonably prescribed by the County, and to take such steps as may be necessary or directed by the County to insure that sub lessees, employees, invitees and guests observe these requirements. If required by the Aviation Department, Consultant/contractor shall conduct background checks of its employees in accordance with applicable Federal regulations.
2. If as a result of the acts or omissions of Consultant/contractor, its sub lessees, employees, invitees or guests, the County incurs any fines and/or penalties imposed by any governmental agency, including without limitation, the United States Department of Transportation, the Federal Aviation Administration or the Transportation Security Administration, or any expense in enforcing any federal regulations, including without limitation, airport security regulations, or the rules or regulations of the County, and/or any expense in enforcing the County's Airport Security Program, then consultant/contractor agrees to pay and/or reimburse the County all such costs and expenses, including all costs of administrative proceedings, court costs, and attorneys' fees and all costs incurred by County in enforcing this provision. Consultant/contractor further agrees to rectify any security deficiency or other deficiency as may be determined as such by the County or the United States Department of Transportation, Federal Aviation Administration, the Transportation Security Administration, or any other federal agency. In the event consultant/contractor fails to remedy any such deficiency, the County may do so at the cost and expense of consultant/contractor. The County reserves the right to take whatever action is necessary to rectify any security deficiency or other deficiency.
3. Operation of Vehicles on the AOA: Before the consultant/contractor shall permit any employee of consultant/contractor or any sub consultant/subcontractor to operate a motor vehicle of any kind or type on the AOA (and unless escorted by an Aviation Department approved escort), the consultant/contractor shall ensure that all such vehicle operators possess current, valid, and appropriate Florida driver's licenses. In addition, any motor vehicles and equipment of consultant/contractor or of any sub consultant/subcontractor operating on the AOA must have an appropriate vehicle identification permit issued by the Aviation Department, which identification must be

displayed as required by the Aviation Department.

4. Consent to Search/Inspection: The consultant/contractor agrees that its vehicles, cargo, goods, and other personal property are subject to being inspected and searched when attempting to enter or leave and while on the AOA. The consultant/contractor further agrees on behalf of itself and its sub consultant /subcontractors that it shall not authorize any employee or other person to enter the AOA unless and until such employee other person has executed a written consent-to-search/inspection form acceptable to the Aviation Department. Consultant/contractor acknowledges and understands that the forgoing requirements are for the protection of users of the Airport and are intended to reduce incidents of cargo tampering, aircraft sabotage, thefts and other unlawful activities at the Airport. For this reason, consultant/contractor agrees that persons not executing such consent-to-search/inspection form shall not be employed by the consultant/contractor or by any sub consultant/contractor at the Airport in any position requiring access to the AOA or allowed entry to the AOA by the consultant/contractor or by any sub consultant/contractors.
5. The provisions hereof shall survive the expiration or any other termination of this contract.

H. Water and Wastewater Services (WWS):

1. Contractors/Consultants may receive a WWS ID Badge and/or Access Card and/or Keys while working at WWS facility work sites. These items provide modified access to certain areas and systems otherwise restricted to non-WWS employees and can only be obtained from the WWS Security Manager. These items may be rescinded at the discretion of the WWS Security Officer. The WWS ID Badge, Access Card and/or Keys remain the property of Broward County and must be returned to your WWS contact person at the end of the contract/project.
2. All contractors will complete and sign the WWS Contractor/Consultant Security Memorandum and provide a copy of their Driver's License to be recorded on Schlage Card Access System Profile.
3. A lost or stolen ID Badge and/or Access Card and/or Keys must be reported to the Security Manager immediately.
4. WWS may terminate access to any contractor who acts inappropriately while on County property and has the right to contact BSO if necessary to have the contractor removed and/or file charges against them.

I. Additional Security Requirements for Parks and Recreation:

1. Contractor expressly understands and agrees that a duty is hereby created under this Contract that requires contractor to provide ongoing disclosure throughout the term of this Contract as provided for herein relative to the criminal background screening required by this Section.
2. Contractor shall perform criminal background screening as identified in Item 3 below on its officers, employees, agents, independent contractors and volunteers who will be working under this contract in any County park ("collectively referred to as "County Park Property"). Further, if contractor is permitted to utilize subcontractors under this contract, contractor shall perform or ensure that the background screening as required in Item 3 below is conducted on any permitted subcontractor, which term includes the subcontractor's officers, employees, agents, independent contractors and volunteers who will be working under this contract on County Park property.
3. Contractor shall not permit any person who is listed as a sexual predator or sexual offender on the Florida Department of Law Enforcement, Sexual Offenders and Predators Website or the United States Department of Justice, National Sex Offender Public Website, to provide any services for contractor on County Park Property. All persons subject to the criminal background screening under this contract shall be rescreened annually based on the date of initial screening.
4. Contractor shall maintain copies of the results of the criminal background screening required by this Section for the term of this contract and promptly forward copies of same to County, upon its request.
5. Contractor shall be required to furnish to County's Parks and Recreation Project Manager, on a monthly basis, an Affidavit affirming the persons listed in the Affidavit have been background screened as required in Item 3 above and have been deemed eligible by

- contractor to work on County Park property. Contractor's monthly Affidavit shall update information from the previous Affidavit by reconfirming the status of persons who have previously been deemed eligible as provided for above and updating the list, when applicable, to specifically identify new persons providing services for contractor under this Contract who have been background screened as required in Item 3 above and deemed eligible to work on County Park Property. The Contract Administrator may, in his or her discretion, permit contractor to furnish the monthly Affidavit in an electronic format.
6. In the event contractor obtains, or is provided, supplemental criminal background information, including police reports and arrest information, which potentially disqualifies a person previously deemed eligible by contractor to provide services under this contract, contractor shall take immediate action to review the matter; however, during such review time and until a determination of eligibility is made by contractor based on the requirements of this Section, contractor shall immediately cease allowing the person to work on County Park Property. Additionally, contractor shall be required to inform any person background screened pursuant to this Section who is providing services under this contract, to notify contractor within forty-eight (48) hours of any arrest related to sexual misconduct which has occurred after the person was deemed eligible to work on County Park Property.
 7. Contractor shall, by written contract, require its permitted subcontractors to agree to the requirements and obligations of this Section.
 8. County may terminate this contract immediately for cause, with Notice provided to contractor, for a violation related to contractor's failure to perform the required background screening on its officers, employees, agents, independent contractors and volunteers who will be working under this Agreement on County Park Property. County may also terminate this contract immediately for cause, with Notice provided to contractor, if County determines contractor failed to ensure that its permitted subcontractors, as defined in Item 2 above, have been background screened as required in this section prior to performing any services under this Agreement on County Park Property. Contractor will not be subject to immediate termination in the event County determines a violation of this Section was outside the reasonable control of contractor and contractor has demonstrated to County compliance with the requirements of this Section.
 9. County may terminate this contract for cause if contractor fails to provide the monthly Affidavit to County as provided for under Item 5 above, and contractor does not cure said breach within five (5) days of Notice provided to contractor.