



REQUEST FOR PROPOSAL
DESTINATION MARKETING SERVICES IN TAIWAN
GVB RFP NO. 2025-005



GUAM VISITORS BUREAU REQUEST FOR PROPOSAL	
RFP Number: GVB RFP NO. 2025-005	RFP Title: DESTINATION MARKETING SERVICES IN TAIWAN
RFP Due Date and Time: March 14, 2025; 12:00 p.m. ChST	Number of Pages: 62; inclusive of the required affidavits/acknowledgements. Available online at https://go.opengovguam.com/bids/bids_list/gvb
ISSUING AGENCY INFORMATION	
GUAM VISITORS BUREAU	Issue Date: February 3, 2025
GERALD S.A. PEREZ Acting President and CEO	401 Pale San Vitores Road Tumon, Guam 96913 Phone: (671) 646-5278 Fax: (671) 646-8861 Website: www.guamvisitorsbureau.com
INSTRUCTIONS TO OFFERORS	
DELIVERY OF PROPOSAL By U.S. Mail or Deliver Only to the attention of: GERALD S.A. PEREZ Acting President and CEO Guam Visitors Bureau 401 Pale San Vitores Road Tumon, Guam 96913	MARK FACE OF ENVELOPE/PACKAGE: RFP Title: DESTINATION MARKETING SERVICES IN TAIWAN RFP Number: GVB RFP 2025-005 RFP Due Date: March 14, 2025; 12:00 p.m. ChST SPECIAL INSTRUCTIONS: Mark "Confidential RFP Document" on envelope and in accordance with Section 1.7 of the RFP
IMPORTANT: SEE TERMS AND CONDITIONS AUTHORIZED OFFEROR MUST COMPLETE THE FOLLOWING	
OFFEROR NAME/MAILING ADDRESS:	AUTHORIZED OFFEROR SIGNATORY: (Please print name and sign in ink)
OFFEROR TITLE:	OFFEROR EMAIL ADDRESS:
OFFEROR TELEPHONE NUMBER:	OFFEROR FAX NUMBER:
OFFERORS MUST RETURN THIS COVER SHEET WITH RFP RESPONSE	



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OFFEROR'S RFP CHECKLIST

The 10 Most Critical Things to Keep in Mind When Responding to an RFP for GVB

1. _____ **Read the *entire* document.** Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; contract requirements.
2. _____ **Note the procurement officer's name, address, phone numbers, and e-mail address.** This is the only person you are allowed to communicate with regarding the RFP and is an excellent source of information for any questions you may have.
3. _____ **Attend the pre-proposal conference** if one is offered. These conferences provide an opportunity to ask clarifying questions, obtain a better understanding of the project, or to notify GVB of any ambiguities, inconsistencies, or errors in the RFP.
4. _____ **Take advantage of the "question and answer" period.** Submit your **written** questions to the procurement officer by the due date listed in the Schedule of Events and view the answers given. Should an addendum be required, GVB will issue a formal "addendum" for the RFP. All addenda issued for an RFP are posted on GVB's website.
5. _____ **Follow the format required in the RFP** when preparing your response. **Provide point-by-point responses to all sections in a clear and concise manner. Submitted proposal must signed by the person authorized to bind/contract (see page 2 of this RFP). Provide complete answers/description.** Read and answer **all** questions and requirements. Don't assume GVB or evaluation committee will know what your company capabilities are or what items/services you can provide, even if you have previously contracted with GVB. The proposals are evaluated based solely on the information and materials provided in your response.
6. _____ **Use the forms provided, i.e., cover page, "ALL" Affidavit forms, etc. – NOTE: all affidavits must be notarized.**
7. _____ **Check the GVB website for RFP addenda.** Before submitting your response, check the GVB website at www.guamvisitorsbureau.com to see whether any addenda were issued for the RFP. If so, you must submit a signed copy of the addendum for each addendum issued along with your RFP response.
8. _____ **Review and read the RFP document again** to make sure that you have addressed all requirements. Your original response and the requested copies must be identical and be complete. The copies are provided to the evaluation committee members and will be used to score your response.
9. _____ **Submit your response on time.** Note all the dates and times listed in the Schedule of Events and within the document and be sure to submit all required items on time. Late proposal responses are **never** accepted.
10. _____

This checklist is provided for assistance only and should not be submitted with the Offeror's Response.

SCHEDULE OF EVENTS

DESTINATION MARKETING SERVICES IN TAIWAN
GVB RFP 2025-005

<u>DATE</u>	<u>EVENT</u>
February 3, 2025 (MON)	RFP Issue Date/Public Announcement RFP packets available at GVB website or GVB office at 401 Pale San Vitores Road, Tumon
February 12, 2025 (WED)	12:00 p.m. Deadline to submit written questions *GVB response will be provided directly to all registered participants via email and posted on in the procurement website
March 14, 2025 (FRI)	12:00 p.m. RFP submission deadline

DESTINATION MARKETING SERVICES IN TAIWAN

The Guam Visitors Bureau (GVB), a public, non-stock, non-profit membership corporation, issues this Request for Proposal (“RFP”) soliciting proposals from established individuals or companies to provide services as outlined in the Scope of Work for GVB RFP 2025-005 DESTINATION MARKETING SERVICES IN TAIWAN.

The project shall begin on October 1, 2025, which is the start of FY2026, and run through September 30, 2026, with the option to renew for up to three (3) additional fiscal years, subject to the availability of funds (FY2027, FY2028, and FY2029).

RFP packages can also be downloaded at no cost from the GVB website at https://go.opengovguam.com/bids/bids_list/gvb or obtained (in USB format) at the GVB Office, 401 Pale San Vitores Road, Tumon, Guam, 8:00 a.m. – 5:00 p.m., Monday – Friday, excluding Guam holidays. A non-refundable \$25.00 fee is required for each packet picked up at the GVB office payable in US\$ cash, bank wire transfer or major credit card (Visa, MasterCard, Discover, JCB).

Questions, if any, should be made in writing to the President and CEO, which can be dropped off at the GVB office; emailed to procurement@visitguam.com; or sent by fax to 646-8861 according to the timeline provided in the RFP.

GVB hereby notifies all bidders that it will affirmatively ensure that minority business enterprises will be afforded full opportunity to submit a response to this request for proposal and will not be discriminated against on the grounds of race, color or national origin in consideration for an award.

GVB reserves the right to reject any or all proposals, waive any imperfection in the proposal, or cancel this solicitation all according to law in the interest of the bureau. Direct or indirect contact with GVB Management or Staff, Board Members, or any person participating in the selection process is prohibited.

The deadline for submission of proposals is no later than 12:00 p.m. (Chamorro Standard Time) on Friday, March 14, 2025.

/s/ GERALD S.A. PEREZ
Acting President and CEO

SECTION I

REQUEST FOR PROPOSALS OVERVIEW

1.0 Summary and Intent

The Guam Visitors Bureau “GVB”, a public, non-stock, non-profit membership corporation, is soliciting proposals from professional and experienced companies to be GVB’s **DESTINATION MARKETING SERVICES IN TAIWAN** to assist GVB in promoting Guam tourism and achieving visitor arrival goals, and to act as GVB’s liaison in matters pertaining to Guam. The contractual obligation shall be for up to four fiscal years beginning upon completion of the contract for the initial term in FY2025, with three one-year options to renew, a total of up to four (4) fiscal years (FY2025, FY2026, FY2027 and FY2028) and is subject to year-end performance reviews, availability and certification of funds each fiscal year.

The Guam Visitors Bureau (GVB) is looking for an agency partner to provide the following full-service agency services in Taiwan:

- Account management
- Production management
- Creative development
- Media planning and buying
- Market analysis

The agency partner will also be responsible for:

- Developing and implementing a comprehensive marketing plan with campaigns geared to meet visitor arrival objectives and reach new markets
- Providing strategic counsel around the integration and development of current and potential marketing channels and ongoing marketing programs
- Analyzing Guam’s visitor arrival statistics and market research to identify discernible trends and incorporate the insights in strategic planning
- Leveraging Guam’s unique institutional assets into its overall marketing strategy
- Providing strategic and tactical communications as required (i.e. stakeholder communications)

GVB is responsible for promoting Guam as a premier tourist destination, and operates under the guidance of policies set by its Board of Directors, as authorized by Guam law. The President & CEO manages daily operations of the Bureau, with support from staff in Administration, Destination, and Marketing. GVB currently has marketing representative offices in Japan, South Korea, and Taiwan. Our funding source comes from the Tourist Attraction Fund (TAF), which is primarily fueled by an 11% occupancy tax. These tax revenues are collected and deposited into the TAF, which not only supports GVB’s operations but also funds the development and promotion of tourism-related initiatives, as well as the maintenance of public parks, beaches, and recreational facilities.

Representation Services Overview

Tourism is the backbone of Guam’s economy, contributing to over 50% of its revenue. The Guam Visitors Bureau (GVB) plays a pivotal role in promoting Guam as a premier destination for both leisure and business travelers, with a strategic plan focused on achieving this goal. GVB’s marketing efforts are concentrated on key markets like Japan, South Korea, Taiwan, North America, and the Philippines, along with specific consumer segments within these regions, to optimize returns from their limited resources.

GVB’s source markets establish yearly strategic objectives and SMART (Specific, Measurable, Achievable, Realistic, and Timely) goals, achieved through various programs, campaigns, and collaborative initiatives supported by robust sales and public relations activities. Each representation office is responsible for implementing these initiatives and is accountable for meeting its performance targets and deliverables. The tourism landscape has also evolved to include social media and smart tourism technology, which now significantly influence travel choices.

The Taiwan travel market is increasingly competitive, with Taiwanese travelers becoming more sophisticated and selective. Guam also faces still competition from other destinations in the Asia-Pacific region, especially with the rise of low-cost carriers. This has intensified competition for air capacity, connectivity, and flight asset retention.

To navigate these challenges, GVB is seeking representation services from a company or agency with a proven track record in sales, marketing, and public relations, and a deep understanding of the current tourism landscape and SMART tourism practices. The ideal company or agency must have a strong presence in the travel trade, particularly with travel agencies, media, and airlines. In addition, given the digital age, GVB requires a representative who is highly skilled in social media and understands the evolving travel trends. The agency must also demonstrate creativity, relevance, and a strong focus on the Taiwan market.

GVB Objectives

The objects of the GVB are as follows:

- Revitalize and grow visitor arrivals to Guam from Taiwan, with a target of 25,000 visitors by the end of FY2026. GVB Headquarters will set and adjust annual visitor targets as needed, based on market conditions.
- Retain the services of a destination marketing representative in Taiwan with proven expertise in digital advertising and social media marketing.
- Elevate awareness and build a positive reputation for Guam as a safe, convenient, and must-visit destination among Taiwanese consumers using social media and SMART tourism strategies.
- Develop and implement a sales and marketing plan to increase visitor arrivals and spending, and drive demand during off-peak seasons.

- Perform advertising, website management, public relations, research, and other tourism destination marketing activities to increase travel demand and visibility for Guam.
- Expand, enhance, and sustain airlift capacity for regular, scheduled, and charter flights between Guam and Taiwan. This includes building partnerships with airline representatives to increase air connectivity.
- Facilitate the growth and continued efforts of the Taiwan market in fostering and sustaining strong industry relationships with key stakeholder, including the American Institute in Taiwan, Taiwan government agencies, American State Offices Association, travel agents, airlines, sport communities and associations, universities, and others critical to the development of Guam's tourism from Taiwan.
- Encourage the development of Guam's travel packages that highlight the island's unique CHamoru culture and attractions, incorporating offerings that feature scenic, historical, and other high-quality experiences, such as Guam's marine assets.
- Establish a strong and influential presence in Taiwan, positioning Guam as the premier U.S. destination closest to Taiwan. Highlight Guam's clean and safe environment, tax-free luxury and U.S. brands, hassle-free atmosphere, direct 4.5-hour flights, two-hour time difference, and friendly and welcoming locals.
- Integrate activities with both the travel trade (retail and wholesale) and consumers through a variety of traditional and innovative strategies.

1.1 Scope of Work

GVB is looking for a professional tourism destination marketing agency ("Offeror") with extensive experience in the travel tourism industry and no direct interests or affiliations with tour wholesalers, travel agencies, and airlines. The Offeror will act as GVB's representative and liaison in the marketplace, supporting initiatives to promote Guam and help it reach its visitor arrival goals. The Offeror must not be a travel agent or travel agency.

After the first fiscal year, GVB will evaluate the Offeror's performance and decide whether to renew the contract based on this evaluation, funding availability, and the need for services. The budget for this contract may vary each year and is subject to change based on funding availability. The marketing budget is approximately \$350,000.00 USD per full fiscal year. The Offeror's contractual obligations for each fiscal year beyond the initial term will be subject to appropriation and availability of funds. The project shall begin October 1, 2025, and end September 30, 2026, with the option to renew for up to three (3) additional fiscal years, subject to the availability of funds.

Third Party Vendors: The Offeror will not outsource a third-party vendor to fulfill representation services for GVB. Further, the Offeror shall inform GVB in writing of the terms and conditions of any proposed commitment with a third party on GVB's behalf and shall obtain written approval from GVB prior to the commencement of any services with a third party. Any proprietary and work product used or created for this contract belong to GVB and shall be turned over to GVB upon the termination of the contract or relationship.

Account Administration: The Offeror will provide office space in Taiwan, including storage for collateral and promotional items, to support its responsibilities. The Offeror will submit a written monthly progress report detailing activities and accomplishments, using an assigned template. This report must be received by the 15th of the succeeding month in which the activities occurred. Additionally, the Offeror must provide detailed supporting documentation and appropriate receipts for all monthly expenses related to billable services and out-of-pocket purchases. This documentation must accompany the monthly invoice and report and may be subject to audit at GVB's discretion.

Metrics and Reporting: The Offeror will provide an annual marketing plan that includes budget projections and activities aligned with assigned KPIs, along with a competitive analysis of the industry, GVB's market position, and factors affecting the destination's strategy. Monthly market intelligence reports will highlight key trends, threats, opportunities, competitive insights, marketing campaigns, and press coverage. Additionally, the Offeror will prepare a year-end report summarizing achievements in product development, media placement, familiarization trips, roadshows, trade outreach, media relations, and other initiatives.

The services required under this RFP include but are not limited to the following:

The scope of work required includes, but is not limited to, the following:

1. Develop and execute a comprehensive range of marketing and communication strategies, including public relations, creative concepts, account management, production coordination, media planning and buying, performance tracking, and stakeholder engagement.
 - Demonstrate a successful track record in building brands for destinations, resorts, or similar entities.
 - Develop and implement an annual, comprehensive marketing plan, encompassing a media schedule, digital marketing strategies, and trade promotion efforts.
2. Evaluate GVB's marketing requirements and produce the necessary advertising and sales promotion materials to carry out the recommendations approved by GVB.
 - Ensure the precision of marketing materials through stringent review.
 - Coordinate brand image advertising and public relations activities, securing prior written approval for all planned advertising placements.
3. Devise a comprehensive strategy for both B2C and B2B advertising and promotions within the market.
 - Present innovative ideas and actionable recommendations that will enable GVB to effectively engage target audiences and emphasize key competitive advantages.
4. Cultivate robust relationships with air carriers, travel agencies, wholesalers, associations, and government representatives in the market, with an emphasis on potential collaborations for joint promotional endeavors.

- Promotional initiatives may include destination Guam product update seminars, participation in trade and consumer travel shows, representing GVB at approved events and meetings, conducting interviews, and other activities designed to promote Guam.
5. Conduct or obtain market research with statistical data to evaluate current and desired travel trends and perceptions of Guam and its competitors.
 - Analyze current travel and forecasted airline trends in the marketplace, offering strategic counsel.
 - Implement a monitoring plan to review GVB's programs and activities for effectiveness and adapt to evolving market conditions.
 6. Furnish, as needed by GVB, logistical support, creative guidance, design, development, and efficient management of incentive travel programs, special tour groups, sports tours, and special interest programs, with the goal of marketing Guam as a premier travel destination.
 7. Provide strategic advice to GVB on countering any negative perceptions of Guam's safety and security as a visitor destination.
 - Formulate a crisis communications strategy and recovery plan.
 - Establish procedures for managing critical and large-scale emergency situations, if necessary.
 8. Identify key and emerging market segments.
 - Provide strategic guidance on the integration and development of existing and potential marketing channels (including online platforms, publications, social media, and marketing collaterals).
 9. Oversee, coordinate, and promote GVB's website for the Taiwan market, ensuring consistent updates and maintenance.
 - Collaborate with travel partners to acquire the latest information and work closely with GVB's contracted tourism software provider and key staff.
 10. Procure and process payments for all expenses necessary to implement approved recommendations, ensuring the accuracy of invoices from all approved suppliers before submission to GVB.

11. Align marketing objectives with community stakeholder objectives and initiatives, including partnerships with village mayors, the University of Guam, Guam Community College, the Tourism Education Council, the Guam Chamber of Commerce, and high school tourism clubs.

1.2 RFP Process

It is in the best interest of the Offeror to register online and download the complete RFP solicitation packet at https://go.opengovguam.com/bids/bids_list/gvb; or by registering at GVB if the packet is obtained at the GVB office at 401 Pale San Vitores Road, Tumon, Guam 96913.

All inquiries pertaining to this RFP are to be addressed to the President and CEO, acting in the capacity of the Chief Procurement Officer, Guam Visitors Bureau, 401 Pale San Vitores Road, Tumon, Guam 96913. From the date of issuance of this RFP until the award of any contract, Prospective Offerors are not permitted to contact GVB Board of Directors, management, employees, and/or the Selection Committee related to this solicitation, except as provided for in these instructions. Offerors who violate this requirement will be disqualified.

The President and CEO or designee(s) will coordinate all questions through GVB Procurement and will respond in writing. The President and CEO may also be contacted at (671) 646-5278, or via email at procurement@visitguam.org. If an addendum is required, it will be issued and posted on the GVB procurement website.

If it becomes necessary to revise or amend any part of this RFP, GVB will publish a revision by written addendum on its website and notify all prospective Offerors who have registered. Offerors will be responsible for adhering to the requirements of any addenda to this RFP.

GVB hereby notifies all offerors that it will affirmatively ensure that in any contract entered into pursuant to this solicitation, minority business enterprises will be afforded full opportunity to submit a response to this request for proposal and will not be discriminated against on the grounds of race, color or national origin in consideration for an award.

The right is reserved to reject any or all proposals or bids, waive any imperfection in the bid proposal or cancel this solicitation all according to law in the interest of GVB.

Offerors are to rely, for information regarding this RFP, on the RFP itself and information provided by the President and CEO as indicated in the introduction to this RFP. GVB is not responsible for any misinformation received from other sources.

The responsibility for submitting a response to this RFP on or before the stated time and date will be solely and strictly that of the Offeror. GVB will in no way be responsible for delays caused by the U.S. Post Office, courier services, or by any entity or by any occurrence.

By submitting a Proposal, the Offeror agrees to accept and abide by the terms of this RFP. GVB reserves the right to reject any or all submittals, to waive any informality or irregularity, and to accept any submittals which it may deem to be in the best interest of GVB and the territory.

1.3 RFP Submission Criteria

- A. Each Offeror shall submit five (5) complete sets of the written proposal: one (1) marked “ORIGINAL” and four (4) marked “COPY.”
- B. An official authorized to legally bind the Offeror to all RFP provisions contained herein shall sign the proposal cover sheet (see page 2) **and** a cover letter agreeing to accept and abide by the terms of this RFP. Submittals will be considered incomplete if they do not bear the signature of an agent of the Offeror who is in a position to contractually bind the Offeror.
- C. Terms and conditions differing from those set forth in this RFP may be cause for disqualification of the proposal.
- D. Offeror must designate those portions of their proposal, if any, they believe contain trade secrets or proprietary data which Offeror wants to keep confidential.
- E. Offeror must organize proposal into sections that follow the format of this RFP, with tabs separating each section. A point-by-point response to all numbered sections, subsections and appendices is required. If no explanation or clarification is required in the Offeror’s response to a specific subsection, the Offeror shall indicate so in the point-by-point response or utilize a blanket response for the entire section with the following statement: “**(Offeror’s Name) understands and will comply.**”

1.4 Requests for Clarification

- A. It is incumbent upon each Offeror to carefully examine all specifications, terms, and conditions contained in the RFP. Any inquiry regarding this solicitation must be made in writing and in accordance with the requirements of this RFP. To be considered, inquiries must be addressed to GVB’s point of contact set forth above.
- B. GVB will issue responses to inquiries in writing prior to the date on which proposals are due. GVB will email, airmail, and post on the GVB website said responses to each person recorded as having been furnished with a copy of this RFP, and prospective Offerors are responsible for ensuring that they receive all such responses. To ascertain whether GVB issued such responses with respect to this RFP, prospective Offerors may contact GVB’s point of contact as set forth above.
- C. Prospective offers and Offerors should not rely on any representations, statements, or clarifications not made in this RFP or in a formal GVB response. GVB will not be responsible for any oral representation(s) given by any employee, representative, or other individual. The issuance of a written addendum is the only official method by which interpretation, clarification, or additional information can be given.

- D. Prospective Offerors are advised that, from the date of issuance of this RFP until the award of any contract, they are not permitted to contact GVB Board of Directors or employees, and/or the Selection Committee related to this solicitation, except for GVB's designated point of contact as set forth above. Offerors who violate this requirement will be disqualified.

1.5 Schedule of Events

Offerors must abide by the Schedule of Events as indicated on page 7 of this RFP.

1.6 RFP Closing Date

Proposals shall be submitted to GVB no later than **12:00 p.m. Chamorro (Guam) Standard time, March 14, 2025 (FRI)** at 401 Pale San Vitores Road, Tumon, Guam, 96913. Proposals received after this date and time will not be considered.

1.7 Delivery of Proposals

Original submission may be delivered to GVB as follows; or refer to Section 1.3 for electronic submission information. All proposals shall be sealed and delivered or mailed to:

ATTN: **GERALD S.A. PEREZ**
GVB Acting President and CEO
401 Pale San Vitores Road
Tumon, Guam 96913

Mark package(s): **YOUR COMPANY NAME**
SUBMISSION IN RESPONSE TO
GVB RFP NO. 2025-005
DESTINATION MARKETING SERVICES IN TAIWAN
CONFIDENTIAL DOCUMENT ENCLOSED

Note: Please ensure that if a third-party carrier (Federal Express, Airborne, UPS, USPS, etc.) is used, that it is properly instructed to deliver your proposal only to GVB at the address noted above and that the COVER of the package clearly identifies your company name and solicitation number and title. To be considered, a proposal must be received and accepted by GVB before the RFP closing date and time.

1.8 Offeror's Responsibilities

An Offeror, by submitting a proposal, represents that:

- A. The Offeror has read and understands the RFP in its entirety and that the proposal is made in accordance therewith, and;

- B. The Offeror possesses the capabilities, resources, and personnel necessary to provide efficient and successful service to GVB, and;
- C. Before submitting a proposal, each Offeror shall make all investigations and examinations necessary to ensure that they can comply with the requirements affecting the full performance of the contract and to verify any representations made by GVB upon which the Offeror will rely. If the Offeror receives an award because of its proposal submission, failure to have made such investigations and examinations will in no way relieve the Offeror from its obligations to comply in every detail with all provisions and requirements of the contract, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim by the Offeror for additional compensation or relief.
- D. Failure to comply with instructions on proposal assembly may be subject to point deductions. GVB may also choose not to evaluate, may deem non-responsible, and/or may disqualify from further consideration any proposals that do not follow this RFP format, are difficult to understand, are difficult to read, or are missing any requested information.

1.9 Conflict of Interest

All Offerors shall complete and have notarized the attached affidavits and disclosure forms of any potential conflict of interest that an Offeror may have due to ownership, other clients, contracts, or interests associated with this RFP.

1.10 Certificates

GVB reserves the right to require proof that the Offeror is an established business and is abiding by the regulations and laws of Guam, such as but not limited to occupational licenses and business licenses.

Offeror shall attach a copy of its business license. Offeror shall include all current licenses, certifications, and any additional documentation that illustrates the Offeror's qualifications to perform the services specified in this RFP.

1.11 Presentations by Offerors

GVB at its sole discretion may ask individual Offerors to make oral presentations and/or demonstrations without charge to GVB.

GVB reserves the right to require any Offeror to demonstrate to the satisfaction of GVB that the Offeror has the requisite ability to properly furnish the services and requirements of this RFP. The demonstration must satisfy GVB and GVB shall be the sole judge of compliance.

Should oral presentations and/or demonstrations be requested, Offeror must be represented by either the CEO/President and/or the Offeror's official company representative for this account. Offeror may not use service of a 3rd party vendor.

Offerors are cautioned not to assume that presentations will be required and should include all pertinent and required information in their original proposal package.

1.12 Award

GVB reserves the right to award the contract to the Offeror that GVB deems to be the best qualified. In addition, GVB at its sole discretion, reserves the right to cancel this RFP, to reject any and all proposals, to waive any and all informalities and/or irregularities, or to re-advertise with either the identical or revised specifications, if it is deemed to be in the best interest of the territory of Guam.

This RFP does not commit GVB to award a contract. GVB shall not be responsible for any cost or expense, which may be incurred by the Offeror in preparing and submitting the proposal called for in this RFP, or any cost or expense incurred by the Offeror prior to the execution of a contract.

1.13 Records and Right to Audit

The Offeror shall maintain such financial records and other records as may be prescribed by GVB or by applicable federal and local laws, rules, and regulations.

1.14 Offeror's Personnel

- A. The Offeror shall comply with all:
 - 1. Federal laws, Local laws, regulations, and labor union agreements governing work hours; and
 - 2. Labor regulations including collective bargaining agreements, workers' compensation, working conditions, fringe benefits, and labor standards or labor contract matters.
- B. The Offeror shall indemnify and hold GVB harmless from all claims arising out of the requirements of this provision. This indemnity includes the Offeror's obligation to defend and/or resolve, without cost to GVB, any claims or litigation concerning allegations that the Offeror or GVB, or both, have not fully complied with local labor laws or regulations relating to the performance of work required by the contract.

1.15 Termination / Cancellation of Contract

GVB reserves the right to cancel the contract without cause with a minimum thirty (30) days written notice. Termination or cancellation of the contract will not relieve the Offeror of any obligations for any deliverables entered into prior to the termination of the contract (i.e. reports, statements of accounts, etc., required and not received). Termination or cancellation of the contract will not relieve the Offeror of any obligations or liabilities resulting from any acts committed by the Offeror prior to the termination of the contract.

Termination for Default. GVB shall notify the Offeror in writing of deficiencies or default in the performance of its duties under the contract and the Offeror shall have ten (10) calendar days to correct same or to request, in writing, a hearing. GVB shall hear and act upon same within twenty (20) calendar days from receipt of said request and shall notify the Offeror of said action. The action by GVB shall be either to confirm, in whole or in

part, the specified deficiencies or default, or to relieve the Offeror of responsibilities for said deficiencies or default, or find that there are no deficiencies or default, or such action as deemed necessary in the judgment of GVB. Failure of the Offeror to remedy said specified items of deficiency or default in the notice by GVB within ten (10) calendar days of receipt of such notice of such decision, shall result in the termination of the contract, and GVB shall be relieved of any and all responsibilities and liabilities under the terms and provisions of the contract.

1.16 Independent Contractor Relationship

Offeror shall provide the services required herein strictly under a contractual relationship with GVB and is not, nor shall be, construed to be an agent or employee of GVB. As an independent contractor, the Offeror shall pay any and all applicable taxes required by law and shall comply with all pertinent federal and local statutes. Benefits for Offeror, its employees and subcontractors shall be the sole responsibility of the Offeror including, but not limited to, health and life insurance, mandatory social security, retirement, liability/risk coverage, and workers and unemployment compensation.

The Offeror shall hire, compensate, supervise, and terminate members of its work force, and shall direct and control the manner in which work is performed including conditions under which individuals will be assigned duties, how individuals will report, and the hours individuals will perform.

The Offeror shall not be provided special space, facilities, or equipment by GVB to perform any of the duties required by the contract nor shall GVB pay for any business, travel, or training expenses or any other contract performance expenses not specifically set forth in the specifications.

Prior to commencing work, the successful Offeror will be required to sign a written contract incorporating the specifications and terms of the RFP and the response thereto. The contractual obligation of both parties in each fiscal period succeeding the first is subject to the appropriation and availability of funds therefore.

Upon expiration of the final contract term, the President and CEO may have the option to extend contract for a period not to exceed 90 days from the ending term date, or until such time GVB is able to secure a new contract.

1.17 Assignment/Subcontract

The Offeror shall not assign, transfer, convey, sublet, or otherwise dispose of any award or of any of its rights, title, or interests therein, without the prior written consent of GVB. Subcontractors shall be subject to all provisions of the resulting contract. GVB shall approve any requests for assignments and/or subcontracting prior to execution.

1.18 Governing Laws

Except to the extent federal law is applicable, the laws and regulations of Guam shall govern the interpretation, effect, and validity of the RFP and any contract resulting from this RFP. Venue of any court action shall be in Guam. In the event that a suit is brought for the enforcement of any term of the contract,

or any right arising there from, the parties expressly waive their respective rights to have such action tried by jury trial and hereby consent to the use of non-jury trial for the adjudication of such suit.

Any dispute arising under or out of this RFP and/or contract is subject to the provisions of Title 2 Guam Administrative Rules and Regulations, Division 4 (Procurement Regulations), Chapter 9 (Legal and Contractual Remedies); Title 5 Guam Code Annotated, Chapter 5 (Guam Procurement Law), Article 9 (Legal and Contractual Remedies); and any other applicable laws, statutes, or regulations.

1.19 Indemnification of GVB

The Offeror shall indemnify, hold harmless, and defend GVB, its officers, agents, and employees from or on account of any claims losses, expenses, injuries, damages, actions, lawsuits, judgments, or liability resulting or arising from Offeror's performance or nonperformance of services pursuant to the contract, excluding any claims, losses, expenses, injuries, damage, or liability resulting or arising from the actions of GVB, its officers, agents, or employees. The indemnification shall obligate the Offeror to defend at its own expense or to provide for such defense, at GVB's option, any and all claims and suits brought against GVB, which may result from Offeror's performance or nonperformance of services pursuant to the contract.

1.20 Modifications Due to Public Welfare or Change in Law

GVB shall have the power to make changes in the contract as the result of changes in law and to impose new rules and regulations on the Offeror under the contract relative to the scope and methods of providing services as shall, from time-to-time, be necessary and desirable for the public welfare. GVB shall give the Offeror notice of any proposed change and an opportunity to be heard concerning those matters. The scope and method of providing services as referenced herein shall also be liberally construed to include, but is not limited to, the manner, procedures, operations and obligations, financial or otherwise, of the Offeror. In the event of any future change in federal or Guam laws, GVB materially alters the obligations of the Offeror, or the benefits to GVB, then the contract shall be amended consistent therewith. Should these amendments materially alter the obligations of the Offeror, then the Offeror or GVB shall be entitled to an adjustment in the rates and charges established under the contract. Nothing contained in the contract shall require any party to perform any act or function contrary to law. GVB and the Offeror agree to enter into good faith negotiations regarding modifications to the contract, which may be required in order to implement changes in the interest of the public welfare or due to change in law. When such modifications are made to the contract, GVB and the Offeror shall negotiate in good faith, a reasonable and appropriate adjustment for any changes in services or other obligations required of the Offeror directly and demonstrably due to any modification in the contract under this clause.

1.21 Force Majeure

GVB and the Offeror will exercise every reasonable effort to meet their respective obligations as outlined in the RFP and the ensuing contract, but shall not be liable for delays resulting from force majeure or other causes beyond their reasonable control, including but not limited to, compliance with any government law or regulation, acts of God, acts or omissions of the other party, government acts or omissions, fires, strikes, national disasters, wars, riots, transportation problems, and/or any other cause whatsoever beyond the

reasonable control of the parties. Any such cause will extend the performance of the delayed obligation to the extent of the delay so incurred.

1.22 Confidential or Proprietary Information

Proposals of Offerors who are not awarded the contract shall not be opened to public inspection but will be part of the official procurement record. After award, the proposal of the Offeror receiving a contract will become available for public inspection. If the Offeror selected for award has requested in writing upon submission of Proposal the non-disclosure of trade secrets or other proprietary data so identified, GVB shall examine the designated information to determine whether such information shall be considered proprietary. If GVB and Offeror are unable to agree as to the disclosure of certain portions of Offeror's proposal, GVB shall inform the Offeror in writing what portion of the proposal will be disclosed and that, unless the Offeror withdraws the proposal, or protests under 5 GCA Article 9 (Legal and Contractual Remedies) of the Guam Procurement Law, the information may be so disclosed. (See also Title 2, Guam Administrative Regulations, Division 4, Section 3114(h)(1)).

1.23 Submission of Fee(s)

The Offeror determined to be best qualified will be notified to submit to GVB, at a time specified by GVB and prior to commencement of negotiations, their fee to perform the required services.

SECTION II EVALUATION PROCEDURE AND CRITERIA

2.0 Evaluation Process

Selection of the best Offeror will be based on the qualifications, experience, and commitment of the lead and support individuals proposed for this RFP and the Offeror's plan of action. GVB plans to negotiate a contract with the best-qualified Offeror for the required services at a compensation rate determined in writing to be fair and reasonable.

2.1 Evaluation Committee

The GVB President and CEO will form an Evaluation Committee. Evaluations may be conducted as a group or individually; however, each Evaluator shall use the same evaluation form and the results compiled to present a cumulative score with recommendation(s) to the President and CEO.

2.2 Evaluation Criteria & Scale

The Evaluation Committee will review and evaluate all offers according to the established criteria contained herein based on a maximum possible value of 100 points. All proposals must include the following and will be scored by the point scale provided:

A. 50 points. QUALIFICATIONS AND EXPERIENCE.

Each proposal must include a Statement of Qualifications that clearly shows the Offeror's:

A.1

- Relevant experience
- Past performance
- Knowledge of the Taiwan market
- Financial standing
- Details of any subcontractors or resource providers

This should include but is not limited to:

A.1.1 Company Profile – (10 points).

The Statement of Qualifications must detail the Offeror's ability and capacity to carry out the Scope of Services outlined in the RFP. It should also list the team members and key personnel for the project. The Offeror must give enough details to show their expertise, relevant experience, and ability to successfully complete the work in the RFP. This statement should include:

- A description of the agency's structure (e.g. legal status, year formed, how it is organized, number of employees, and agency resources); agency's mission and services; and office location(s).
- A current client list and three (3) client references from organizations that have previously utilized or are currently utilizing the agency's services in tourism, destination, hospitality, or travel trade marketing. Include service(s) provided, client's name, address, phone number, and contracting officer's name, title, and email.
- Full disclosure of any partnerships, investments, affiliations, contracts, and/or collaborations with any entity or company that will provide services to the GVB under the Offeror's Proposal and also works for a client in a competitor market as specified in [APPENDIX A-5](#) (Competitors) or with members of the travel and tourism industry within the Territory of Guam.
- The name and resume of the account manager for the contract, along with the principals, key staff, and any other employees who will be directly involved in doing the work. The Offeror must make sure that personnel with the required skills and background experience are available as needed.
- A description of the processes and procedures to be used to protect competitively sensitive information obtained or shared while working for GVB. This information must stay confidential and must not be disclosed to any client or affiliate associated with a competing market listed in [APPENDIX A-5](#) (Competitors). This may include an information barrier, such as a "clean room," "white room," or another firewall.
- A description of any completed procurements, especially those where the Offeror was the main entity responsible for developing the RFP, evaluating vendors, and negotiating contracts. If there are no such procurements exist, include a copy of the agency's current policies or procedures for procuring goods and services from

subcontractors. This should show your ability to use appropriate internal controls, ensure fair competition, and uphold public trust in managing public funds.

A.1.2 Creative Department – (4 points)

- i. What are the Offeror’s unique creative qualifications?
- ii. Does the agency have an in-house creative director?
- iii. Does the agency outsource its creative work (e.g., writing, art direction, photography)? If yes, provide details and examples of the subcontractor’s work.

A.1.3 Media Relations and Sales Support – (4 points)

- i. Does the agency handle its own media buys or use a media buying firm?
- ii. Describe the Offeror’s sales experience.
- iii. Specify any external resources the agency can access to support GVB’s marketing objectives.
- iv. Provide recommendations and insights on how GVB can effectively use collateral support materials.

A.1.4 Market Research – (3 points)

- i. Describe the Offeror’s in-house analytical capabilities for conducting quantitative and qualitative research or addressing comparable client scenarios.
- ii. Provide details on the agency’s access to external resources relevant to market research.

A.1.5 Task Flow – (4 points)

- i. Describe the Offeror’s typical flow of tasks associated with conception to execution and evaluation of special events, campaigns, and marketing goals.
- ii. Describe your internal and external communications strategy to client stakeholders and target market/consumers.
- iii. Explain the criteria the Offeror would utilize or recommend utilizing to determine if advertising is productive and achieves desired goals.

A.1.6 Demonstrated Success and Expertise through Past Performance – (25 points)

The Offeror must provide a complete disclosure of its relevant experience in tourism destination marketing, as outlined below:

- i. Provide a detailed account of the Offeror’s relevant experience in destination marketing or working with the Taiwan consumer market. If the Offeror has no prior performance on similar contracts, this must be stated in the Proposal, along with an explanation. The Offeror should also submit references that can provide information on past performance.
- ii. Outline the process and methods the Offeror uses to develop effective marketing communications, including examples of how these approaches have successfully worked for other clients.

- iii. Provide at least two case studies addressing similar challenges or issues.
- iv. In no more than two pages, explain how the agency is uniquely qualified to tackle GVB's challenges and opportunities.
- v. List and describe any major campaigns you have developed for tourism destination marketing or related industries.
- vi. Provide a list of public relations programs the agency has executed related to destination marketing.
- vii. Provide at least two examples of creative content prepared for clients by the Offeror. Examples must be in print form.

B. 40 points. MARKETING APPROACH: SALES & MARKETING PLAN.

The Approach

The Offeror must indicate its proposed approach to fulfilling the contract, including its methods for delivering services and ensuring staffing responsiveness. Additionally, the Offeror should provide a detailed plan that describes how it will develop the tasks and deliverables required to execute the services effectively.

To evaluate the Offeror's qualifications and abilities to perform the services outlined in this RFP, the Offeror must submit a marketing plan, referred to as the **SALES AND MARKETING PLAN (SMP)**. This plan should identify target markets and detail campaigns and activities the contracted Offeror will implement during the first year of the contract period.

The SMP should strive to achieve, but not limited to, the following objectives:

- Target high-return lifestyle market segments, driving visitation to Guam through brand awareness and to increase traveler spending.
- Highlight Guam's unique attributes and diverse people, culture, and history; preserve our CHamoru culture, language, and traditions.
- Effectively compete with other destinations and grow market share to meet or surpass pre-pandemic levels.
- Leverage technology to promote Guam, enhancing the visitor experience.
- Focus on low and shoulder-season marketing to drive visitation year-round.
- Expand research to identify valuable travel trends and future traveler segments.
- Ensure consistent integration of marketing and PR messages across all channels and report on their effectiveness in target markets among consumers and the travel trade.
- Expand online distribution channels through digital marketing, focusing on social media, influencers, and user-generated content.
- Build and maintain partnerships with the travel trade for promotion and education.
- Reference the Offeror as Guam Visitors Bureau Taiwan (GVB Taiwan) in all marketing materials.

The SMP must address three key components, but not limited to, described below:

B.1 Branding/Image Building – (15 points)

- i. Outline the strategic approach for enhancing and increasing awareness of the Guam’s Brand in the Taiwan with identified target markets. The Guam Brand is described in APPENDIX A-4.
- ii. Develop a year-round plan to ensure consistent branding.
- iii. Provide creative examples, including art boards, visual displays, and ad layouts, to support the branding communication strategy.
- iv. Use a pie chart to illustrate the media mix, addressing frequency, reach, and messaging for each target market segment.

B.2 Test Scenario: New Route Air Service Campaign – (15 points)

- i. Develop a comprehensive communications plan for a new route air service campaign promoting travel to Guam.
- ii. Outline the campaign objectives and identify the target market segments.
- iii. Present creative visuals for the campaign.
- iv. Use a pie chart to illustrate the media mix, addressing frequency, reach, and messaging for each target market segment.

B.3 Market Development / Sales – (10 points)

- i. Identify key markets and specific market segments for GVB to target. (Current Target Segment list is in [APPENDIX A-6.](#))
- ii. Provide a clear rationale for prioritizing and selecting a strategic approach for each proposed market segment.
- iii. Recommend tailored communication methods for engaging each market segment effectively.

C. 10 points. BUDGET PLANNING FOR PROJECT EXECUTION.

C.1 Annual and Monthly Budget – (3 points)

The Offeror shall include a 2026 Marketing Budget based on the requirements listed in the Sales & Marketing Plan. The budget amount for this exercise is **THREE HUNDRED FIFTY THOUSAND USD (\$350,000.00 USD)** and should not include retainer or contractual fees. The 2026 Budget and Expenditure Plan worksheet is found in [APPENDIX A-8.](#)

C.2 Financial Resources – (3 points)

Provide proof of the Offeror’s financial capability to independently fund at least two (2) months of services outlined in the SMP budget. Include credible evidence of financial capacity such as financial statements, a letter of credit, or proof of a cash deposit to confirm immediate access to these resources.

C.3 Accounting System – (2 points)

Describe how the Offeror’s accounting system will accurately estimate and timely record all expenditures for this contract; budget categories are defined in [APPENDIX A-8](#).

C.4 Staffing – (2 points)

- i. Proposed Staffing. The Offeror shall further describe its proposed staffing structure in alignment with GVB’s Taiwan Marketing Organization Chart (refer to [APPENDIX A-9](#)). Additionally, the Offeror must specify their client-to-staff ratio.
- ii. Team’s U.S. Visa Eligibility. The Offeror must identify key team members who currently hold or plan to obtain a U.S. Visa for travel to Guam.

GVB reserves the right to use any information or additional references necessary to establish the ability of the Agency to fulfill the contract requirements. Negative references may result in the disqualification of the proposal.

2.3 Investigation and Rejection

GVB reserves the right to conduct any investigation deemed necessary as to the background, qualifications, experience, and record of performance of any Offeror, and to reject any or all proposals if deemed necessary in the public interest. GVB shall review and determine whether an Offeror has the necessary qualifications, staffing, management, and experience required to properly conduct the work in accordance with all applicable laws, statutes, and regulations.

SECTION III INSTRUCTIONS TO OFFERORS

3.0 Defined Terms

The terms used in these Instructions to Offerors are defined in Guam’s procurement laws and regulations have the same meanings assigned to them in this RFP. The term “Offeror” means one who submits a proposal directly to GVB, as distinct from a sub-offeror who submits a proposal to the Offeror. The term “successful Offeror” means the best-qualified Offeror for the required services to whom GVB (on the basis of GVB’s evaluation as hereinafter provided) makes an award. The term “request for proposals documents” includes the invitation to submit a proposal, instructions to Offerors, and all addenda. The term “GVB” means the Guam Visitors Bureau and vice versa. The term “price data” are factual information concerning prices, including profit, for supplies, services, or construction substantially similar to those being procured. In this definition, “prices” refer to offered or proposed selling prices, historical selling prices, and current selling prices of such items. This definition of “prices” refers to data relevant to both prime and subcontract prices.

The term “cost data” are information concerning the actual or estimated cost of labor, material, overhead, and other cost elements which have been actually incurred or which are expected to be incurred by the contractor in performing the contract.

3.1 **Type of Procurement**

This procurement is a Request for Proposal (RFP).

3.2 **Language of Proposal**

The proposal prepared by the Offeror and all correspondence and documents relating to the proposal exchanged by the Offeror and GVB shall be written in the English language. Supporting documents and printed literature furnished by the Offeror with the proposal may be in another language provided they are accompanied by an appropriate translation of relevant passages in the English language. For the purpose of interpretation of the proposal, the English language translation shall prevail.

3.3 **Familiarity with Laws**

The Offeror is assumed to be familiar with all U.S. federal and Guam laws that in any manner affect the work to be performed under this RFP. Ignorance will in no way relieve Offeror from responsibility.

3.4 **Signature on Proposal**

The Offerors must sign their proposals correctly. If the proposal is made by an individual, said individual’s name and mailing address must be shown. If made by a firm or partnership, the name and mailing address of each member of the firm or partnership must be shown. If made by a corporation, the person signing the proposal shall show the name of the country, state, or territory under the laws of which the corporation was chartered, and the names and business address of its president, secretary, and treasurer. A proposal submitted by a joint venture must be accompanied by the document of formation of the joint venture, duly registered and authenticated by a notary public, in which is defined precisely the conditions under which it will function, its period of duration, the persons authorized to represent and obligate it, the participation of the several firms forming the joint venture, the principal member of the joint venture, and address for correspondence for the joint venture. The Offeror is advised that the joint venture agreement must include a clause stating that the members of the joint venture are severally and jointly bound by the terms of the contract.

3.5 **Currencies of Proposal and Payment**

All rates and prices in the proposal and all payments to the Offeror shall be in the currency of the United States of America.

3.6 **Modification or Withdrawal of Proposals**

Proposals may be modified or withdrawn at any time prior to the submission date.

3.7 **Receipt, Opening and Recording of Proposals**

Upon receipt, each proposal and/or modification will be time-stamped, held in a secure place, and not be

opened until the proposal closing date. The only acceptable evidence to establish the date and time of receipt at GVB is the date and time stamp of the GVB Head Office on the wrapper or other documentary evidence of receipt maintained by GVB. Proposals and modifications shall not be opened publicly but shall be opened in the presence of two or more GVB procurement officials. After the date established for receipt of proposals, a registrar of proposals will be prepared which shall include all proposals, the name of each Offeror, the number of modifications received, if any, and a description sufficient to identify the service item offered. The registrar of proposals shall be opened to public inspection only after award of the contract. Proposals and modifications shall be shown only to GVB procurement personnel having an interest in them.

3.8 Evaluations and Discussions

- A. Evaluation: GVB will evaluate all proposals submitted and may conduct discussions with any Offeror. The purpose of such discussions shall be to:
 - 1. Determine in greater detail such Offeror's qualifications; and
 - 2. Explore with the Offeror the scope and nature of the required services, the Offeror's proposed method of performance, and the relative utility of alternative methods of approach.
- B. Non-Disclosure of Information: Discussions shall not disclose any information derived from proposals submitted by other Offerors, and GVB shall not disclose any information contained in any proposals until after award of the proposed contract has been made. The proposal of the Offeror awarded the contract shall be opened to public inspection except as otherwise provided for in the contract. The proposals of the Offerors who are not awarded the contract shall not be opened to public inspection.
- C. Selection of the Best Qualified Offeror: Upon completion of the validation of qualifications, evaluations, and discussions, GVB shall select, in the order of their respective qualification ranking, no fewer than three (3) acceptable Offerors, or such lesser number if less than three (3) acceptable proposals were received, deemed to be the best qualified to provide the required services.
- D. Submission of Cost or Pricing Data: The Offeror determined to be the best qualified shall be required to submit cost or pricing data to GVB at a time specified by GVB prior to the commencement of negotiations.

3.9 Negotiations

- A. General: GVB shall negotiate a contract with the best-qualified Offeror for the required services at a compensation determined in writing to be fair and reasonable.
- B. Elements of Negotiation: Contract negotiations shall be directed toward:
 - 1. Making certain that the Offeror has a clear understanding of the scope of work, specifically, the essential requirements involved in providing the required services.

2. Determining that the Offeror will make available the necessary personnel and facilities to perform the services within the required time.
3. Agreeing upon compensation, which is fair and reasonable, taking into account the estimated value of the required services, and the scope, complexity, and nature of such services.

3.10 Successful Negotiation of Contract with Best-Qualified Offeror

If compensation, contract requirements, and contract documents can be agreed upon with the best-qualified Offeror, and subject to Board approval, the contract shall be awarded to that Offeror. Written notice of award shall be public information and made a part of GVB's procurement file.

3.11 Failure to Negotiate Contract with Best-Qualified Offeror

- A. If compensation, contract requirements, or contract documents cannot be agreed upon with the best qualified Offeror, a written record stating the reasons therefore shall be placed in the procurement file and GVB shall advise such Offeror of the termination of negotiations which shall be confirmed by GVB's written notice to such Offeror.
- B. Upon failure to negotiate a contract with the best-qualified Offeror, GVB may enter into negotiations with the next most qualified Offeror. If compensation, contract requirements, and contract documents can be agreed upon, then the contract shall be awarded to that Offeror. If negotiations again fail, negotiations shall be terminated as set forth in paragraph 3.11(A) above and new negotiations shall commence with the next qualified Offeror.
- C. Should GVB be unable to negotiate a contract with any of the Offerors initially selected as the best qualified Offerors, offers may be resolicited, or additional Offerors may be selected based on original, acceptable submissions in the order of their respective qualification ranking and negotiations may continue until an agreement is reached and the contract is awarded.

3.12 Cancellation of Solicitation; Delays

GVB reserves the right to cancel or to withdraw this RFP as provided in law and regulation, to delay any GVB determination required by the RFP, or to reject all proposals, or any individual proposal in whole or in part at any time prior to the final award in the best interest of GVB as provided in law and regulation. The reasons for the cancellation, delay, or rejection shall be made a part of the procurement file and shall be available for public inspection.

- A. After opening of the proposals, but prior to award, all proposals or any individual proposal in whole or in part, may be rejected when GVB determines in writing that such action is in the best interest of the territory of Guam for reasons including but not limited to:
 1. The supplies or services being procured by this solicitation are no longer needed.

2. Ambiguous or otherwise inadequate specifications were part of the solicitation.
3. The solicitation did not provide consideration of all factors of significance to the territory.
4. The proposals only offer prices, which exceed available funds, and it would not be appropriate to adjust quantities to come within available funds.
5. All otherwise acceptable proposals received contain unreasonable prices.
6. There is reason to believe that the proposals may not have been arrived at in open competition, and/or that there was collusion between Offerors and/or the proposals were not submitted in good faith.

If this RFP is cancelled or all the proposals have been rejected prior to final award, notice of cancellation or rejection shall be sent to all Offerors. The reasons for the cancellation or rejection shall be made a part of the procurement file and shall be available for public inspection.

- B. GVB may reject any individual proposal in whole or in part when such rejection is in the best interest of the territory of Guam. Reasons for rejecting a proposal in whole or in part include but are not limited to:
1. GVB has determined that the Offeror is not a responsible Offeror pursuant to 2 GAR, Div. 4, Chap. 3, §3116.
 2. The proposal is non-responsive, that is, it does not conform in all material respects to the RFP.
 3. The offered supply or service in the proposal is unacceptable by reason of its failure to meet the requirements of the specifications or permissible alternatives or other acceptable criteria set forth in the RFP.

3.13 Disqualification of Proponent

More than one proposal from an individual, firm, partnership, corporation, or association under the same or different names will not be considered. Reasonable grounds for believing that an Offeror has an interest in more than one (1) proposal for the same work will cause the rejection of all proposals in which such Offeror is believed to have an interest. Any or all proposals will be rejected if there is reason to believe that collusion exists among the Offerors and no participants of such collusion will be considered in future request for proposals for the same work. Proposals in which the prices obviously are unbalanced will be rejected. Proposals submitted by Offerors who do not meet the evaluation criteria will not be considered for review by GVB.

3.14 Right to Reject Proposal

GVB reserves the right to reject any or all Proposals in accordance with law and regulation, and to waive

technical errors, or minor informalities, or to accept any proposals in part.

3.15 Award of Contract

The award of contract, if it is awarded, will be awarded to the best qualified Offeror(s) for the required services at a compensation determined in writing to be fair and reasonable, and subject to the availability of funds. In no case will the award be made until GVB has completed all necessary investigations into the responsibility of the proposed Offeror, and GVB is satisfied that the proposed Offeror is qualified to do the work and has the necessary organization, capitol, and equipment to carry out the provisions of the contract to GVB's satisfaction within the time specified.

3.16 Execution of Contract

The Offeror which is determined to be the best qualified, or the next best qualified Offeror should GVB cease contract negotiations with better qualified Offerors, shall sign the necessary agreement entering into a contract with GVB, and return a fully executed contract, containing the terms mutually agreed upon by the parties, to GVB within **seven (7) calendar days** after GVB determines in writing that the Offeror's requested compensation for the required services is fair and reasonable.

3.17 Addenda

Any amendment, modification, or addenda issued by GVB, prior to the established due date of the proposals, for the purpose of changing the intent of the plans and specifications clarifying the meaning, or changing any of the provisions of this RFP, shall be binding to the same extent as if originally required by this RFP. Any addenda issued by GVB will be sent to all Offerors in duplicate. Notice may also be obtained by accessing GVB's website. The Offerors shall acknowledge receipt of the same by their signatures on one copy, which is to be returned to GVB, and said copy shall accompany the Offerors respective proposals. Acknowledgment may also be made in writing or by email.

3.18 Activity Reports

As a vehicle for monitoring and measuring the services procured by this solicitation, the Agency shall record its representation performance on required report formats prescribed by GVB on a scheduled basis as detailed in the Scope of Work in this RFP. Failure to submit such reports may result in the delay or forfeiture of payment due to the Agency.

3.19 Invoicing, Payment Terms and Conditions

All applicable invoices from the Offeror who is awarded the contract arising from this RFP shall include supporting documents (i.e., timesheets, shipping invoices, consumable listings, receipts, etc.). All supporting documents must be reviewed and approved by GVB prior to invoice submittal for charges. All applicable GVB approved invoices will be paid net thirty (30) days from the date the invoices are received by GVB. Payment shall be made using a method mutually agreed upon by GVB and the successful Offeror. Applicable invoices must be submitted no later than three (3) months after completion of any given task or project. Failure to do so may result in forfeiture of payment.

3.20 Taxes

The successful Offeror shall be liable for all applicable taxes and duties. GVB shall have no tax liability under this contract arising from this RFP. Specific information on taxes may be obtained from the Department of Revenue and Taxation, Government of Guam.

3.21 Licensing

GVB will not consider for award any proposal submitted by an Offeror who has not complied with Guam's business and/or other licensing laws. Specific information on licenses may be obtained from the Department of Revenue and Taxation, Government of Guam.

3.22 Disclosure of Major Shareholders

As a condition of submitting a proposal in response to this RFP, all Offerors, whether they are partnerships, sole proprietorships, or corporations, shall submit an affidavit executed under oath that lists the name and address of any person who has held more than ten (10) percent of the outstanding interest or shares in said partnership, sole proprietorship, or corporation, at any time during the twelve (12) month period immediately preceding submission of the proposal made in response to this RFP. The affidavit shall contain the name and address of any person who has received or is entitled to receive a commission, gratuity, or other compensation for procuring or assisting in obtaining business related to this RFP for the Offeror and shall also contain the amounts of any such commission, gratuity, or other compensation. The affidavit shall be open and available to the public for inspection and copying. Each affidavit shall be prepared and notarized at the time of signing, and any such affidavits made and/or notarized prior to the issuance of, or after the due date of this RFP shall be deemed unacceptable resulting in the proposal to be deemed non-responsive to this RFP.

3.23 Local and Veteran Procurement Preference

Offerors who seek local procurement preference may request it as part of their proposals, for GVB's consideration. Only Offerors who qualify for local procurement preference pursuant to 5 GCA §5008 may receive said preference by GVB. The GVB will employ where applicable a service-disabled veteran owned business preference in accordance with 5 GCA §5011.

3.24 Non-Collusion Affidavit

Offerors must submit a non-collusion affidavit provided with this RFP. Failure to submit said affidavit shall result in the Offeror's proposal to be deemed non-responsive to this RFP, and such proposal shall not be considered for award.

3.25 Restrictions Against Contractors Employing Sex Offenders from Working at Government of Guam Venues

The Offeror must submit with their proposal an affidavit acknowledging their responsibilities pursuant to 5 GCA §5253, Restriction Against Contractors Employing Convicted Sex Offenders from Working at Government of Guam Venues. Per this statute, the Offeror must affirm that:

- A. No person providing services on behalf of the contractor has been convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 28, Title 9 GCA, or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry; and;
- B. That if any person providing services on behalf of the contractor is convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 28, Title 9 GCA or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry, that such person will be immediately removed from working at said agency and that the administrator of said agency be informed of such within twenty-four (24) hours of such conviction.

3.26 Compliance with Wage Laws

The Offer who is awarded a contract shall pay employees, at a minimum, in accordance with the Wage Determination for Guam issued and promulgated by the U.S. Department of Labor for such labor as is employed in the direct delivery of contract deliverables to GVB. In the event of a renewal of the contract, the Wage Determination promulgated by the U.S. Department of Labor on a date most recent to the renewal date of the contract shall apply to that renewal contract. In addition to the applicable Wage Determination, the contract shall contain provisions mandating health and similar benefits for employees, such benefits having a minimum value as detailed in the Wage Determination promulgated by the U.S. Department of Labor and shall contain provision guaranteeing a minimum of ten (10) paid holidays per annum for each employee.

The Offeror is required to execute the Declaration Re Compliance with U.S. DOL Wage Determination and submit the executed declaration and most current listing with the Offeror's proposal. NOTE: Please attach Wage Listing with your submission.

3.27 Representation Regarding Gratuities and Kickbacks

The Offeror represents that it has not violated, is not violating, and promises that it will not violate the prohibition against gratuities and kickbacks set forth in §11206 (Gratuities and Kickbacks) of the Guam Procurement Regulations.

3.28 Prohibition in re Contingent Fees

The Offeror represents that it has not retained a person to solicit or secure a territorial contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business.

3.29 Representation Regarding Ethical Standards

The bidder, offeror, or contractor represents that it has not knowingly influenced and promises that it will not knowingly influence a government employee to breach any of the ethical standards set forth in 5 GCA Chapter 5 Article 11 (Ethics in Public Contracting) of the Guam Procurement Act and in Chapter 11 of the Guam Procurement Regulations.

3.30 **Foreign Corrupt Practices Act**

As a condition of contract, contractor will agree to abide by the Foreign Corrupt Practices Act (FCPA), specifically, the anti-bribery provisions of the FCPA, which prohibit the willful use of the mails or any means of instrumentality of interstate commerce corruptly in furtherance of any offer, payment, promise to pay, or authorization of the payment of money or anything of value to any person, while knowing that all or a portion of such money or thing of value will be offered, given or promised, directly or indirectly, to a foreign official to influence the foreign official to do or omit to do an act in violation of his or her lawful duty, or to secure any improper advantage in order to assist in obtaining or retaining business for or with, or directing business to, any person.

3.31 **Condition of Contract**

As a condition of contract, contractor will agree to indemnify, defend and hold harmless the GVB and the Government of Guam in all actions and from all liability in tort or contract arising from contractor performance of a contract.

3.32 **Contact for Contract Negotiation**

If your firm is selected as the best qualified to perform the services as described herein, please designate a person whom we may contact for prompt negotiation by filling out Form 1, attached.

3.33 **Notice of Award**

GVB will notify all Offerors of the results of the award. Written notice of award will be public information and made a part of the contract file.

FORM 1

CONTACT FOR CONTRACT NEGOTIATION

RFP NUMBER: GVB RFP NO. 2025-005

NAME	
TITLE	
COMPANY	
MAILING ADDRESS	
TELEPHONE NUMBER	
FACSIMILE NUMBER	
EMAIL	

APPENDIX A

PROPOSAL OUTLINE & CONTENTS

The Proposal should utilize a numerical outline, with titles/subtitles, which are consistent with the following outline:

- I. TABLE OF CONTENTS**
- II. INTRODUCTORY LETTER**
- III. QUALITY AND DEPTH OF TEAM**
- IV. MARKETING APPROACH: SALES & MARKETING PLAN**
- V. BUDGET PLANNING FOR PROJECT EXECUTION**

Each section is described as follows:

Table of Contents

The Contents of the Proposal should be in the order specified and reflected to the use of tabs/dividers.

Introductory Letter

The Introductory Letter must be printed on the official letterhead of the company providing the services and signed by an individual authorized to legally bind the Offeror, along with the corporate seal, if applicable. If the signer is not the president or equivalent principal officer (for non-corporate entities), evidence of their authority to bind the Offeror must be provided. The letter should include complete contact information, including geographic address, phone number, and email, for the following: a) business headquarters; b) authorized signer; c) RFP contact person; d) primary individual responsible for executing the scope of work outlined in the Proposal.

Quality and Depth of Team

The Offeror shall provide GVB with relevant information that clearly demonstrates their related experience, past performance examples, knowledge of the Taiwan market, financial position, and details of any intended subcontractors or resource providers. This should include but is not limited to:

A. Company Profile

Proposal must include a Statement of Qualifications. This statement should outline the Offeror's qualifications and capability to fulfill the Scope of Services specified in the RFP. It must also identify the team members and key personnel who will be involved in the project. The Offeror is required to provide sufficient detail of their expertise, relevant experience, and ability to successfully perform the work outlined in the RFP. The Statement of Qualifications should include but not limited to:

- i. Provide a description of the agency's organization (e.g. legal entity status, year formed, organizational structure, number of employees, and agency resources); agency's corporate mission and services and office location(s).
- ii. Provide a current client list and three (3) client references from organizations that have previously utilized or are currently utilizing the agency's services in the fields of tourism, destination, hospitality, or travel trade marketing. Include service(s) provided, client's name, address, phone number, and contracting officer's name, title, and email.
- iii. Provide full disclosure of any partnerships, investments, affiliations, contracts, and/or collaborations it has with any entity or company that will provide services to the GVB under the Offeror's Proposal and conducts work for a client in a competitor market as specified in APPENDIX A-5 (Competitors) or with members of the travel and tourism industry within the Territory of Guam.
- iv. Provide the name and resume of the account manager for the contract, along with the principals, key staff, and any other employees who will be directly involved in performing the work. The Offeror must ensure the availability of personnel with the required capabilities and background experience as needed.
- v. Describe the processes and procedures you will employ to safeguard competitively sensitive information obtained or shared during the performance of services for GVB. This information must remain confidential and must not be disclosed to any client or affiliate associated with a competing market listed in APPENDIX A-5 (Competitors). The proposed measures may include the implementation of an information barrier, such as a "clean room," "white room," or other forms of a firewall.
- vi. Provide a description of any procurements completed, particularly those where the Offeror served as the primary entity responsible for developing the RFP, evaluating vendors, and negotiating contracts. If no such procurements exist, include a copy of the agency's current policies or procedures for procuring goods and services from subcontractors. This should demonstrate your ability to implement appropriate internal controls, ensure fair competition, and uphold public trust in the management of public funds.

B. Creative Department

- i. Identify the Offeror's unique creative qualifications.
- ii. Specify whether the agency employs a creative director in-house.
- iii. Clarify whether the agency outsources its creative work (e.g. writing, art direction, photography); if so, provide details and examples of subcontractor's work.

C. Media Relations and Sales Support

- i. Indicate whether the Offeror handles its own media buys or utilizes a media buying firm.
- ii. Describe the Offeror's experience in sales.
- iii. Specify any external resources the Offeror can access to support GVB's marketing objectives.
- iv. Provide recommendations and insights on how GVB can effectively use collateral support materials.

D. Market Research

- i. Describe the Offeror's in-house analytical capabilities for conducting quantitative and qualitative research or addressing comparable client scenarios.
- ii. Provide details on your access to external resources relevant to market research.

E. Task Flow

- i. Describe the Offeror's typical flow of tasks associated with conception to execution and evaluation of special events, campaigns, and marketing goals.
- ii. Describe your internal and external communications strategy to client stakeholders and target market/consumers.
- iii. Explain the criteria the Offeror would utilize or recommend utilizing to determine if advertising is productive and achieves desired goals.

F. Demonstrated Success and Expertise through Past Performance

The Offeror must provide a complete disclosure of its relevant experience in tourism destination marketing, as outlined below:

- i. Provide a detailed account of the Offeror's relevant experience in destination marketing or working with the Taiwan consumer market. If the Offeror has no prior performance on similar contracts, this must be stated in the Proposal, along with an explanation. The Offeror should also submit references that can provide information on past performance.
- ii. Outline the process and methods the Offeror uses to develop effective marketing communications, including examples of how these approaches have successfully worked for other clients.
- iii. Provide at least two case studies addressing similar challenges or issues.
- iv. In no more than two pages, explain how the agency is uniquely qualified to tackle GVB's challenges and opportunities.

- v. List and describe any major campaigns you have developed for tourism destination marketing or related industries.
- vi. Provide a list of public relations programs the agency has executed in connection with destination marketing.
- vii. Provide at least two (2) examples of creative content prepared for clients by the Offeror. Examples must be reduced to print form.

Marketing Approach: Sales & Marketing Plan

The Approach

The Offeror must indicate its proposed approach to fulfilling the contract, including its methods for delivering services and ensuring staffing responsiveness. Additionally, the Offeror should provide a detailed plan that describes how it will develop the tasks and deliverables required to execute the services effectively.

To evaluate the Offeror's qualifications and abilities to perform the services outlined in this RFP, the offeror must submit a marketing plan, referred to as the **SALES AND MARKETING PLAN (SMP)**. This plan should identify target markets and detail campaigns and activities the contractor will implement during the first year of the contract period.

The SMP should strive to achieve, but not limited to, the following objectives:

- Target high-return lifestyle market segments, driving visitation to Guam through brand awareness and to increase traveler spending.
- Highlight Guam's unique attributes and diverse people, culture, and history; preserve our CHamoru culture, language, and traditions.
- Effectively compete with other destinations and grow market share to meet or surpass pre-pandemic levels.
- Leverage technology to promote Guam, enhancing the visitor experience.
- Focus on low and shoulder-season marketing to drive visitation year-round.
- Expand research to identify valuable travel trends and future traveler segments.
- Ensure consistent integration of marketing and PR messages across all channels and report on their effectiveness in target markets among consumers and the travel trade.
- Expand online distribution channels through digital marketing, focusing on social media, influencers, and user-generated content.
- Build and maintain partnerships with the travel trade for promotion and education.
- Reference the Offeror as Guam Visitors Bureau Taiwan (GVBTM) in all marketing materials.

The SMP must address three key components, but not limited to, as described below:

A. Branding/Image Building

- i. Outline the strategic approach for enhancing and increasing awareness of the Guam’s brand in Taiwan with identified target markets. The Guam brand is described in [APPENDIX A-4](#).
- ii. Develop a year-round plan to ensure consistent branding.
- iii. Provide creative examples, including art boards, visual displays, and ad layouts, to support the branding communication strategy.
- iv. Use a pie chart to illustrate the media mix, address frequency, reach, and messaging for each target market segment.

B. Test Scenario: New Route Air Service Campaign

- i. Develop a comprehensive communications plan for a summer campaign promoting travel to Guam.
 - a. Outline the campaign objectives and identify the target market segments.
 - b. Present creative visuals for the campaign.
- ii. Use a pie chart/graphics to illustrate the media mix, addressing frequency, reach, and messaging for each target market segment.

C. Market Development / Sales

- i. Identify key markets and specific market segments for GVB to target.
- ii. Provide a clear rationale for prioritizing and selecting a strategic approach for each proposed market segment.
- iii. Recommend tailored communication methods for engaging each market segment effectively.

Budget Planning for Project Execution

A. Annual and Monthly Budget

The Offeror shall include a 2026 Marketing Budget based on the requirements listed in the Sales & Marketing Plan. The budget amount for this exercise is **THREE HUNDRED FIFTY THOUSAND USD (\$350,000.00 USD)** and should not include retainer or contractual fees (highlighted in gray on the worksheet). The 2025 Budget and Expenditure Plan worksheet is found in [APPENDIX A-8](#). (*Note: Budget indicated in this proposal is subject to change upon the awarding of the RFP.*)

B. Financial Resources

Provide proof of the Offeror's financial capability to independently fund at least two (2) months of services outlined in the SMP budget. Include credible evidence of financial capacity such as financial statements, a letter of credit, or proof of a cash deposit to confirm immediate access to these resources.

C. Accounting System

Describe how the Offeror's accounting system will accurately estimate and timely record all expenditures for this contract; budget categories are defined in [APPENDIX A-8](#).

D. Staffing

- i. *Proposed Staffing.* The Offeror shall further describe its proposed staffing structure in alignment with GVB Taiwan's Marketing Organization Chart (refer to [APPENDIX A-9](#)). The Offeror must specify their client-to-staff ratio.
- ii. *Team's U.S. Visa Eligibility.* The Offeror must identify key team members who currently hold or plan to obtain a U.S. Visa for travel to Guam.

Appendix A-1: About Guam Visitors Bureau

Mission

The mission of the Guam Visitors Bureau is to efficiently and effectively promote and develop Guam as a safe and satisfying destination for visitors and to enhance the quality of life for all residents - protecting and respecting our island's unique heritage, cultural and natural environment and making Guam a better place to live, work and visit.

History

Guam's rich history of hospitality stretches back over 4,000 years, beginning with the arrival of the first CHamoru settlers. In the 1930s, the island's inaugural hotel, the Pan American Hotel, opened in the village of Sumay, followed by the Cliff Hotel in Agaña Heights in 1959, which provided the first accommodation for visitors. Guam's journey into tourism began in 1952 with the enactment of Public Law 67, marking the establishment of a travel industry on the island. This initiative, approved by the First Guam Legislature and signed into law by Governor Carlton Skinner, faced delays due to a travel security restriction imposed by the naval administration.

A turning point came in 1962 when President John F. Kennedy lifted the Navy's wartime restrictions on civilian entry, opening the door to tourism. In 1963, Governor Manuel F.L. Guerrero created the Guam Tourist Commission through issuing Executive Order 63-10, which placed the Commission within the Department of Commerce. With a modest initial budget of \$15K, the Commission launched promotional efforts in Japan and Southeast Asia, while also advocating for increased flight service to Guam from potential market areas. The Commission's efforts bore fruit four years later when Pan American World Airways brought 109 Japanese tourists to the island on May 1, 1967, contributing to a total of 6,600 visitor arrivals that first year. In July 1970, the Guam Tourist Commission was renamed the Guam Visitors Bureau (GVB) and restructured as a nonprofit corporation. This transition was formalized by Executive Order 70-24. The Guam Visitors Bureau Act (Public Law 17-32) in 1983 further reorganized GVB as a public, nonprofit, membership corporation. Public Law 17-65, enacted in 1984, established the Tourist Attraction Fund (TAF), which finances the Bureau's operations through hotel occupancy taxes, currently set at 11 percent.

Guam welcomed one million visitors to the island in 1994 and broke a new record welcoming 1.5 million visitors in 2016 and over 1.6 million in 2019. Today, tourism stands as Guam's leading economic driver. GVB's vision is for Guam to become a world-class, first tier resort destination of choice, offering a U.S. island-paradise with stunning ocean vistas, for two million business and leisure visitors from across the region with accommodations and activities ranging from value to five-star luxury - all in a safe, clean, family-friendly environment set amidst a unique 4,000-year-old culture.

As a vital link between government, the tourism sector, visitors, and the local community, the Bureau strives to enhance the quality of life for residents through tourism, committed to "making Guam a better place to live, work, and visit."

Appendix A-2: GVB Websites and Annual Report

Below are links to GVB's 2023 Annual Report and our two websites. These resources provide valuable insights into our performance, objectives, and brand identity. The annual report showcases key financial data, operational milestones, and strategic priorities, while the websites serve as comprehensive repositories of brand messaging, audience insights, marketing reports, visitor arrivals, and more.

Visitor Website: <https://www.visitguam.com/>

Corporate Website: <https://guamvisitorsbureau.com/>

GVB's 2023 Annual Report can be found on GVB's corporate website at

<https://www.guamvisitorsbureau.com/reports/annual-reports>.

Link to view report:

https://guamvisitorsbureau.com/sites/default/files/13-24015_gvb_2023_annual_report-digital_fn1071124.pdf

Appendix A-3: Sales and Marketing Plan (SMP)

The Sales and Marketing Plan (SMP) shall describe what will be created and executed with anticipated deliverables aimed at fulfilling Key Performance Indicators (KPIs). The SMP should be clear and concise in communicating actions and sought outcomes. (**Note:** *The SMP to be completed shall not be the final plan to be executed upon the awarding of the RFP.*)

The SMP should strive to achieve, but not limited to, the following objectives:

- Target high-return lifestyle market segments, driving visitation to Guam through brand awareness and to increase traveler spending.
- Highlight Guam’s unique attributes and diverse people, culture, and history; preserve our CHamoru culture, language, and traditions.
- Effectively compete with other destinations and grow market share to meet or surpass pre-pandemic levels.
- Leverage technology to promote Guam, enhancing the visitor experience.
- Focus on low and shoulder-season marketing to drive visitation year-round.
- Expand research to identify valuable travel trends and future traveler segments.
- Ensure consistent integration of marketing and PR messages across all channels and report on their effectiveness in target markets among consumers and the travel trade.
- Expand online distribution channels through digital marketing, focusing on social media, influencers, and user-generated content.
- Build and maintain partnerships with the travel trade for promotion and education.
- Reference the Offeror as Guam Visitors Bureau Taiwan (GVBTW) in all marketing materials.

The SMP must address the following three key components, among others, as described below:

A. Branding/Image Building

- i. Outline the strategic approach for enhancing and increasing awareness of the Guam’s brand in Taiwan with identified target markets. The Guam brand is described in [APPENDIX A-4](#). **Note:** *This includes communication of GVB’s industry programs through at least two (2) press/news releases per month and the promotion of at least three (3) GVB events.*
- ii. Develop a year-round plan to ensure consistent branding.
- iii. Provide creative examples, including art boards, visual displays, and ad layouts, to support the branding communication strategy.
- iv. Use a pie chart to illustrate the media mix, addressing frequency, reach, and messaging for each target market segment.

B. Test Scenario: New Route Air Service Campaign

- i. Develop a comprehensive communications plan for a summer campaign promoting travel to Guam.
- ii. Outline the campaign objectives and identify the target market segments.
- iii. Present creative visuals for the campaign.
- iv. Use a pie chart to illustrate the media mix, address frequency, reach, and messaging for each target market segment.

C. Market Development / Sales

- i. Identify key markets and specific market segments (e.g. leisure and MICE/SMERF groups) for GVB to target.
- ii. Provide a clear rationale for prioritizing and selecting a strategic approach for each proposed market segment.
- iii. Recommend tailored communication methods for engaging each market segment effectively.

Include in the SMP a clear and concise summary of current market conditions, economic indicators, and consumer and travel industry trends within Taiwan. Based on these factors, include an assessment of the market's potential specific to Guam, identifying key opportunities. Additionally, outline any concerns or challenges present in the market and detail how these will be addressed in the above key components.

Appendix A-4: Guam Brand

The Guam Brand

The Guam Brand is far more than a slogan or logo. It embodies the personality, character, and essence of the Guam experience. While its interpretation may vary across different audiences, the core brand qualities remain steadfast. It represents a collective promise as a community and an enduring image that resides in the hearts and minds of visitors and residents alike.

The brand's strength lies in how we communicate its promise, portray its essence, and demonstrate its values. By consistently aligning our efforts, we can build a unified and stronger brand. A cohesive presentation is fundamental to amplifying its impact. The Guam Brand is an asset to achieve the goals of our visitor industry. The stronger the brand, the more attention, respect, and admiration it garners from visitors, the community, and the industry. As Guam continues to grow, the brand must remain vibrant and relevant, reflecting the qualities of today's modern and diverse community.

GVB has a Brand Resource Guide (BRG), designed to create a singular portrait that generates and reflects local pride, engages the community, and showcases what makes Guam fresh and unique. The specifications outlined in the BRG ensure a consistent presentation and are intended for use by agencies or businesses promoting Guam. We uphold the Guam Brand as the heart of our mission, reflecting what we stand for and the excellence we strive to maintain.

BRAND ATTRIBUTES

Personality, Tone and Image

Our attributes embody how we fulfill our brand promise in everything we do, shaping and guiding our behavior. While our daily activities may change and evolve, these attributes remain constant, deeply rooted in our CHamoru culture and our rich history as a gateway for passage since 700 BC.

Sincerity: Visitors to Guam are met with genuine warmth and friendliness, a sincerity deeply rooted in the goodness and trust of its people. This heartfelt welcome reflects the island's strong values of love and respect for family, faith, youth, elders, and all who visit. The generosity of the people, who readily open their homes and hearts, leaves an unforgettable impression and showcases the caring essence of Guam's culture.

Passion: Guam is a destination for romance. It's a tropical paradise with stunning natural beauty, vibrant culture, and warm-hearted people. The island's energy is in the air, the spice of its cuisine, and the excitement of its activities, making it the perfect place to embrace your passions.

Luxurious modernity: Guam boasts world-class hotels, premier retail brands, exceptional cuisine, and all the amenities of a modern community set within a stunning Pacific paradise. It offers a safe environment, with close proximity to our major source markets, and state-of-the-art communication and travel infrastructure.

VISUAL IDENTITY SYSTEM

Our identity system is a toolbox of elements that brings our visual identity to life. Typography, color, and imagery, along with our signature, form the visual basis of all our materials. Follow the guidelines when developing all Guam materials and use the many exhibits provided as inspiration.

The Guam Brand Logo

Colors: The color palette (yellow, blue, green and brown) consists of bright exciting environmental colors (representing the sun, the ocean and the land) coupled with a deep, rich heritage tone (representing the CHamoru culture) that communicates the vibrant nature of Guam.

Shapes: The curved shapes represent elements of the diverse and welcoming nature of Guam and its CHamoru culture such as the proa, the sinahi, waves, smiles and welcoming arms. The stylized “A” in the word Guam is representative of the Guma’ Higail - the traditional CHamoru hut.

The Signature: The Guam signature is designed to celebrate the unique, diverse, and welcoming nature of Guam and its CHamoru culture.

The multiple meaning of the shape (proa, sinahi, waves, smiles, welcoming arms) convey the variety of experience available to visitors to the island, and its symbolic roots in Guam’s history illustrates the pride of the flourishing CHamoru people who call it home. The signature is the combination of the Guam symbol and the Guam wordmark, which appear in a fixed relationship that should never be modified. The logo should remain unaltered and never redrawn.

Appendix A-5: Competitors

- Hong Kong
- Singapore
- Japan
- Maldives
- Thailand
- Mainland United States
- South Korea
- Vietnam

Appendix A-6: Target Segments

- Generation Z (13 to 28 years old)
- Millennials (29 to 43 years old)
- Generation X (44 to 59 years old)
- Boomers (61-70 years old)
- Family
- Expats / U.S. Visa Holders
- Wedding / Honeymooners
- Groups, MICE (Meetings, Incentives, Conferences, and Exhibitions)
- Sports Enthusiasts
- Regional Target Segments: Taipei, Taichung, Kaohsiung

Appendix A-7: Historical Arrival Data and FY2026 Seat Capacity Forecast

Historical Arrivals CY 2018 - 2023

	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
January	2,258	2,461	2,544	9	11	850
February	2,682	2,535	1,434	9	8	81
March	2,434	1,962	338	8	20	130
April	2,241	2,275	4	2	20	1158
May	1,736	2,448	5	14	22	539
June	2,728	2,952	2	33	27	838
July	2,976	2,550	15	824	37	1,114
August	2,476	2,730	15	864	104	231
September	2,032	2,145	12	18	79	138
October	1,990	2,131	20	28	40	185
November	2,057	2,023	38	35	133	172
December	2,241	2,004	10	19	135	164
Total	27,851	28,216	4,437	1,863	636	5,600

Fiscal Year 2026 Seat Capacity Forecast

	FY 2026
January	2,558
February	1,982
March	2,230
April	2,230
May	2,230
June	1,982
July	2,708
August	2,708
September	2,106
October	2,230
November	2,230
December	2,106
Total	28,895

Appendix A-8: Budget and Expenditure Plan Worksheet

The electronic copy of the Annual and Monthly Budget Expenditure Plan worksheet in Excel is included in the packet for this RFP on the GVB website at <https://www.guamvisitorsbureau.com/procurement/bids> (click on the link to GVB RFP No. 2025-005).

- A. Purpose. The Budget and Expenditure Plan gives GVB insight on how you intend to organize and manage the work under this contract and form part of the baseline for evaluation of the selected Offeror during contract performance.
- B. Budget Categories. There are four (4) main budget categories:
 - 1. Administration / Info Office Expense
 - 2. Sales & Marketing Development / Digital Marketing
 - 3. Media & Travel Trade Industry FAM Tours
 - 4. Travel Trade Events / MICE / Consumer Shows
- C. The Offeror shall submit annual and monthly expenditure plans for proposed projects and campaigns. Campaign level worksheets will include only Advertising, Public Relations, Special Promotions, Travel Trade, and Research planned expenditures. Info Office and Offeror Retainer Fees are separated from budget exercise amount and reported as “Administration/Info Office Expense”.
- D. Note that the Offeror, if selected, shall track and report actual results to the GVB in a manner consistent with expenditure plans described in this RFP, or as prescribed by the GVB and in a format to be prescribed by the GVB.
- E. Expenditure Plan Worksheet. The GVB has developed the Expenditure Plan Worksheet in an electronic MS Excel spreadsheet format upon which an Offeror shall provide its expenditure budget plan for GVB’s consideration.

Note: The electronic copy of the Annual and Monthly Expenditure worksheet in Excel is included in the packet for this RFP. When submitting your business proposal, please ensure that all files including Appendices and Attachments are in Arial font, 8.5 in x 11 in. letter size paper, 0.5 in margins, and PDF format.



APPENDIX A-9: GVB Taiwan Marketing Organization Chart

**APPENDIX B
GVB RFP 2025-005**

**AFFIDAVITS
1 ~ 7**

- 1: Affidavit Disclosing Ownerships and Commissions
- 2: Affidavit re Non-Collusion
- 3: Affidavit re No Gratuities or Kickbacks
- 4: Affidavit re Ethical Standards
- 5: Declaration re Compliance with U.S. DOL Wage Determination
- 6: Affidavit re Contingent Fees
- 7: Restriction Against Contractors Employing Convicted Sex Offenders from Working at Government of Guam Venues

**ALL FORMS LISTED MUST BE COMPLETED
AND RETURNED IN THE ENVELOPE CONTAINING THE PROPOSAL.**



1. AFFIDAVIT DISCLOSING OWNERSHIP and COMMISSIONS

Name of Offeror Company: _____

CITY OF _____)
) ss
 COUNTRY _____)

A. I, the undersigned, being first duly sworn, depose and say that I am an authorized representative of the offeror and that [please check only one]:

[] The offeror is an individual or sole proprietor and owns the entire (100%) interest in the offering business.

[] The offeror is a corporation, partnership, joint venture, or association known as _____ [please state name of offeror company], and the persons, companies, partners, or joint venturers who have held more than 10% of the shares or interest in the offering business during the 365 days immediately preceding the submission date of the proposal are as follows [if none, please state]:

<u>NAME</u>	<u>ADDRESS</u>	<u>% of Interest</u>
_____	_____	_____
_____	_____	_____
TOTAL NUMBER OF SHARES		_____

B. Further, I say that the persons who have received or are entitled to receive a commission, gratuity or other compensation for procuring or assisting in obtaining business related to the bid or proposal for which this affidavit is submitted are as follows [if none, please so state]:

<u>NAME</u>	<u>ADDRESS</u>	<u>Compensation</u>
_____	_____	_____

C. If the ownership of the offering business should change between the time this affidavit is made and the time an award is made or a contract is entered into, then I promise personally to update the discloser required by 5 GCA §5233 by delivering another affidavit to the government.

Date: _____

 Signature of one of the following:
 Offeror, if the offeror is an individual;
 Partner, if the offeror is a Partnership;
 Officer, if the bidder is a Corporation.

Subscribed and sworn to before me this _____ day of _____, _____

 Notary Public
 My Commission Expires _____

(AG Procurement Form 002 (Rev. Nov. 17, 2005))





3. AFFIDAVIT re NO GRATUITIES or KICKBACKS

Name of Offeror Company: _____

CITY OF _____)
COUNTRY _____) ss

_____ [state name of affiant signing below], being first duly sworn,
deposes and says that:

1. The name of the offering firm or individual is [state name of offeror/company]
_____. Affiant is _____ [state one of
the following: the offeror, a partner of the offeror, an officer of the offeror] making the foregoing
identified bid or proposal.

2. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers,
representatives, agents, subcontractors, or employees have violated, are violating the prohibition
against gratuities and kickbacks set forth in 2 GAR Division 4 § 11107(e). Further, affiant promises,
on behalf of offeror, not to violate the prohibition against gratuities and kickbacks as set forth in 2
GAR, Division 4 § 11107(e).

3. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers,
representatives, agents, subcontractors, or employees have offered, given or agreed to give, any
government of Guam employee or former government employee, any payment, gift, kickback, gratuity
or offer of employment in connection with the offeror's proposal.

4. I make these statements on behalf of myself as a representative of the offeror, and on
behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

Signature of one of the following:
Offeror, if the offeror is an individual;
Partner, if the offeror is a Partnership;
Officer, if the bidder is a Corporation.

Subscribed and sworn to before me this _____ day of _____, _____

Notary Public
My Commission Expires _____





5. DECLARATION RE COMPLIANCE WITH U.S. DOL WAGE DETERMINATION

Name of Offeror Company: _____

I, _____ hereby **certifies under penalty of perjury**:

- (1) That I am _____ [please select one: the offeror, a partner of the offeror, an officer of the offeror] making the bid or proposal in the foregoing identified procurement;
- (2) That I have read and understand the provisions of 5 GCA § 5801 and § 5802 which read:

§ 5801. Wage Determination Established.

In such cases where the government of Guam enters into contractual arrangements with a sole proprietorship, a partnership or a corporation ("contractor") for the provision of a service to the government of Guam, and in such cases where the contractor employs a person(s) whose purpose, in whole or in part, is the direct delivery of service contracted by the government of Guam, then the contractor shall pay such employee(s) in accordance with the Wage Determination for Guam and the Northern Mariana Islands issued and promulgated by the U.S. Department of Labor for such labor as is employed in the direct delivery of contract deliverables to the Government of Guam.

The Wage Determination most recently issued by the U.S. Department of Labor at the time a contract is awarded to a contractor by the government of Guam shall be used to determine wages, which shall be paid to employees pursuant to this Article. Should any contract contain a renewal clause, then at the time of renewal adjustments, there shall be made stipulations contained in that contract for applying the Wage Determination, as required by this Article, so that the Wage Determination promulgated by the U.S. Department of Labor on a date most recent to the renewal date shall apply.

§ 5802. Benefits.

In addition to the Wage Determination detailed in this Article, any contract to which this Article applies shall also contain provisions mandating health and similar benefits for employees covered by this Article, such benefits having a minimum value as detailed in the Wage Determination issued and promulgated by the U.S. Department of Labor, and shall contain provisions guaranteeing a minimum of ten (10) paid holidays per annum per employee.

- (3) That the Offeror is in full compliance with 5 GCA § 5801 and § 5802, as may be applicable to the procurement referenced herein;
- (4) That I have attached the most recent wage determination applicable to Guam issued by the U.S. Department of Labor.

Signature

Date

(AG Procurement Form 006 (Rev. Feb. 16, 2010))



6. AFFIDAVIT re CONTINGENT FEES

Name of Offeror Company: _____

CITY OF _____)
) ss
COUNTRY _____)

_____ [state name of affiant signing below], being first duly sworn, deposes and says that:

1. The name of the offering company or individual is [state name of company] _____

2. As a part of the offering company's bid or proposal, to the best of my knowledge, the offering company has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. This statement is made pursuant to 2 GAR Division 4 11108(f).

3. As a part of the offering company's bid or proposal, to the best of my knowledge, the offering company has not retained a person to solicit or secure a contract with the government of Guam upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business. This statement is made pursuant to 2 GAR Division 4 11108(h).

4. I make these statements on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

Signature of one of the following:
Offeror, if the offeror is an individual.
Partner, if the offeror is a partnership.
Officer, if the offeror is a corporation.

Subscribed and sworn to before me this _____ day of _____, _____

Notary Public
My Commission Expires _____

(AG Procurement Form 007 (Rev. Jul. 15, 2010))



APPENDIX C
GVB RFP 2025-005
DESTINATION MARKETING SERVICES IN TAIWAN

[PROVIDE THIS PPQ TO THOSE ON YOUR PROJECT REFERENCES. REQUEST THAT THEY COMPLETE AND SUBMIT DIRECTLY TO GVB ON OR BEFORE THE DEADLINE FOR THIS PROCUREMENT.]

COMPANY NAME: _____
[PLEASE CLEARLY TO IDENTIFY THE COMPANY THIS PPQ IS REFERENCING]

PLEASE RETURN THIS COMPLETED QUESTIONNAIRE BY EMAIL TO: procurement@visitguam.org

CONTACT DETAILS OF PERSON COMPLETING THIS QUESTIONNAIRE:

Name: _____ Telephone Number: _____

Title: _____ Email Address: _____

Name of your company/organization: _____

1. Please briefly describe the type of services performed for your organization by the COMPANY. (Name of project, types of services performed -- analysis, training, technical support, etc.):

Comment: _____

2. Were any unique techniques or tools employed for the delivery of the services? Were the tools/techniques employed effectively?

Comment: _____

3. How would you rate the COMPANY'S ability to learn/understand your organization or the project needs/requirements?

- Excellent (Score 10 points)
- Very Good (Score 8 points)
- Good (Score 5 points)
- Poor (Score 0 points)

4. How would you rate the COMPANY'S knowledge and experience in providing the requested technical services?

- Excellent (Score 10 points)
- Very Good (Score 8 points)
- Good (Score 5 points)
- Poor (Score 0 points)

PPQ FOR: _____

5. How would you rate the COMPANY'S ability to identify and recommend resolutions to problems or issues?

- Identified and recommended quickly (Score 10 points)
- Identified and recommended slowly (Score 8 points)
- Identified but not recommended (Score 5 points)
- Were ignored (Score -0 points)

6. How would you rate the overall quality of the COMPANY'S technical services?

- Excellent (Score 10 points)
- Very Good (Score 8 points)
- Good (Score 5 points)
- Poor (Score 0 points)

7. Do you recall the name(s) of the COMPANY'S employees who performed services under your contract? If so, please provide names below.

Comment: _____

8. Overall Performance: On a scale of 0 to 10, how would you rate the COMPANY'S OVERALL PERFORMANCE? (Score based upon # of points – 10 points max)

- Excellent (Score 10 points)
- Very Good (Score 8 points)
- Good (Score 5 points)
- Poor (Score 0 points)

9. Would you enter into a contract with this COMPANY again? If not, why?

Comment: _____

10. Are you aware of any other company or organization this COMPANY has done work for? If so, do you have a contact name and phone number?

Name: _____ Phone Number: _____

11. Do you have any additional comments that might assist us in evaluating the Bidder's past performance?

Comment: _____

PLEASE RETURN COMPLETED QUESTIONNAIRE BY EMAIL ON OR BEFORE 12:00 PM ChST ON MARCH 14, 2025 TO procurement@visitguam.org. Thank you for your cooperation.