



Request For Proposal

**RFP for Public Relations
services in North America**

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Document control

Security level				
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Department				
Author				
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1. Introduction – RFP for services in North America

1.1 Purpose of this Document

Amadeus is searching for an external provider of public relations services to support our business and marketing efforts in the North America region (primarily U.S. plus Canada).

The contract will be awarded through this RFP process with the Amadeus North America regional unit and Amadeus IT Group S.A., through which the selected PR agency will represent the interests of Amadeus IT Group and Amadeus NORAM regional market. Approximate annual budget:

- 90,000 US dollars (invoiced to Amadeus North America regional office in Miami)
- Plus 54,000 **euros** (invoiced to Amadeus global head office in Madrid, Spain)
- The final contract will be countersigned by the respective above two parties and will clearly state the currencies in which each shall be invoiced

This budget **MUST INCLUDE ALL ADDITIONAL COSTS** such as any administrative fees, monthly service charges, clippings and translations, and all additional expenses and recharges, etc.

1.2 Who is Amadeus?

Amadeus is a leading business-to-business provider of advanced technology solutions for the global travel industry. We provide the technology which keeps the travel sector moving - from initial search to making a booking, from pricing to ticketing, from managing reservations to managing check-in and departure processes and more.

Our products and solutions help to improve the business performance of our customers: travel agencies, corporations, airlines, ground handlers, hotels, railways, car rental companies, airports, cruise lines and ferry operators.

As a leading industry player, we operate at the intersection between technology and travel. Our technology brings together key players in the travel industry, enabling them to connect and do business together wherever they are in the world. This is what we call the travel ecosystem. Our technology also helps our customers to serve their customers (in most cases these are travelers) and also to manage their own critical IT processes. We facilitate better information, smoother processes, more choice and business success.

Amadeus has a clear mission and purpose to “Shape the Future of Travel.” We are focused on the future and on playing a leading role in driving the industry forward. Our ambition is to facilitate the entire travel journey from door-to-door.

We have three core business units:

1. **Distribution:** The aggregation and provision of comprehensive travel content and to travel agencies (online and offline), allowing the ability to access, market and sell travel content across all channels
2. **Airline IT:** The core IT that serves the needs of any airline, including reservations, inventory, departure control, flight management, customer management, e-commerce, revenue management and loyalty.



- 3. **New Business Units:** This business is where Amadeus has a vision to connect the dots across the travel ecosystem, incorporating areas that do not naturally fall into our traditional distribution or airline IT businesses. These include airport IT, hotel IT & distribution, payments, business intelligence.

These business areas exhibit strong technological synergies. In addition to the sharing of technology and product development across our Distribution and IT business areas, which gives our customers the benefit of common IT and software applications and platforms, all three business areas also benefit from sharing a data center and communications network. This common technology platform and infrastructure gives us, we believe, a long-term competitive advantage in terms of both costs and solutions offering.

We design our solutions around our customers’ needs to deliver against the needs of travelers. Right from the first moment of the traveler lifecycle, from looking for inspiration for travel possibilities through to shopping, booking and then pre-, during and post-trip. At all stages of the travel experience our solutions help our customers deliver more choice and better service to their customers.

1.3 Why do we need your help?

We believe we have done well in our PR and communications efforts to date, but we are keen to take things to the next level. The successful PR agency should help us develop and execute an overall external communications strategy for the NORAM region that will continue to position Amadeus as Shaping the Future of Travel, and widen the gap between us and our competitors (eg. Sabre, Travelport, and other travel technology providers).

As well as providing strategic counsel, we look at our public relations partner as an extension of our in-house PR team, based in our Miami office.

The scope of services we require mainly covers media relations and engagement, content development, executive communications, media monitoring/coverage, corporate reputation management, and issues management.

1.4 Schedule & Answer

Date	Event
29/10/2015	Circulation of RFP to vendors (NDA to be signed before).
02/11/2015	Deadline for vendors to notify AMADEUS’ Primary Contact of intention to submit RFP response.
13/11/2015	Deadline for RFP response submission by vendors.
16/11/2015	Short listed companies will be contacted by AMADEUS
01-02/12/2015	Short listed companies offer presentation to AMADEUS in New York (TBC)
18/12/2015	Evaluation of RFP responses and decision (estimated date)
TBC	Project starts

Please provide your answer via email to the attention of: see 1.8 contacts list.

Vendors must clearly reference the RFP on their responses and any related exchanges:
"RFP for PR services in North America"

Responses must be received by **Friday, November 13**, the date indicated in the schedule, no later than **12pm (noon), EST**. Responses received after this time will not be considered.

1.5 Additional information

Vendors may provide any additional exchange or information in the format of the vendor's choice. Such information must be provided in a separate document or as an addendum easily removed from the RFP response itself. Costs incurred by vendors in preparing offers shall be on their own account.

1.6 Disclaimer

Amadeus is not liable for any costs incurred by the vendor in developing the Proposal. Vendors are responsible for all costs related to the Proposal, including the cost of attending meetings such as a vendor's conference or making presentations.

The same rule applies regarding any financial obligations incurred by the vendor to complete this RFP or establish a legally binding contract with Amadeus.

This RFP does not commit Amadeus or any member of it to any course of action. Neither this Request for Proposal nor any notice of acceptance will have the effect of binding Amadeus to purchase any good or service. Amadeus reserves the right to select a Supplier on any basis at its absolute discretion, to not proceed to allocate and award contract(s) or to allocate and award contract(s) for portions or all of the business to multiple suppliers.

1.7 Confidentiality

All documents provided by Amadeus are confidential and will be returned (with the notification of the decision) by the vendor if they decide not to participate in the RFP. We require that all material submitted to you by Amadeus be treated as confidential and not used for any purpose other than this RFP. We do not authorise the distribution of any of the contents of this RFP to any parties not directly involved within the process.

1.8 Accuracy of response

The vendor will form their own conclusion about the investments, methods and resources necessary to meet the requirements set out in this RFP. Amadeus will not accept any liability or responsibility whatsoever for the vendor incomplete or inaccurate assessment of requirements.

1.10 Presentation property

All materials submitted by vendors in accordance with the confidentiality obligations become the property of Amadeus and will not be returned unless otherwise requested by the vendor at the time of submission.

1.11 Amadeus Contacts

Name	Department, Position	Telephone	email
Debbie Iannaci	Director, Corporate Communications, NORAM	305-499-6448	diannaci@amadeus.com
Anna Stepien	Global Corporate Communication	+34 91 582 7807	Anna.stepien@amadeus.com
Roman Townsend	Global Corporate Communication	+34 91 177 1917	Roman.Townsend@Amadeus.com
Carmen Sevilla	Purchasing	+34 91 582 1346	csevilla@amadeus.com
Mikel Cabrerizo	Purchasing	+34 91 177 1063	Mikel.cabrerizo@amadeus.com

1.9 Questions & Answers

Any functional or technical question regarding interpretation or clarification of this document shall be addressed to diannaci@amadeus.com, anna.stepien@amadeus.com, roman.townsend@amadeus.com (cc: mikel.cabrerizo@amadeus.com, csevilla@amadeus.com) before the date given in the timetable in section 1.2.

Any purchasing questions regarding interpretation or clarification of this document and financial aspects of the proposal shall be addressed to mikel.cabrerizo@amadeus.com, csevilla@amadeus.com (cc: anna.stepien@amadeus.com, roman.townsend@amadeus.com, diannaci@amadeus.com) before the date given in the timetable in section 1.2.

Coordination with Amadeus NORAM to be managed by entry points described above.

2. RFP Response Document contents

2.1 Main document

Background and experience

- A brief corporate presentation about the agency (history, philosophy and future, locations and offices).
- A list of past clients, with a focus on travel and technology sectors.
- A list of current clients, indicating length of stay with the agency, including any that may present a conflict of interest with Amadeus.
- Examples of some of your agency's past successes.

Offering and resources

- An overview of the agency senior management team; including potential account director and day-to-day team who will perform the work – detailing how the account would be run/their division of functions/amount of time allocated to each team member.
- **NOTE: if you are invited to presentation phase, please ensure that the people attending the pitch are those who we would be directly working on the account (This will be included in any final contract.)**
- Overview of your company's relevant contacts to the brief.
- Any additional skills, tools, services, technology or other resources the provider will offer as part of the proposal.

Presentation to address

- Where you think Amadeus stands against our competitors in NORAM from a communications perspective?
- How you would take our communications forward, aligned to our business objectives?
- One BIG idea you'd like to carry out with us should you be successful?
- How you would take our current narrative "Future Traveller Tribes 2030" to the next level in NORAM, beyond the activities that have already been executed?
- Why your agency is the right fit for Amadeus?
- How you would measure success with Amadeus?

2.2 Financials / contractual

- Breakdown of direct expenses:
 - Fees based on man-days (Rate Card of Consultancy)
 - Dedication of resources (man-days or % by profile) of account team
 - Subcontracting (if any)

- ▶ **A CLEAR BREAKDOWN OF THE COSTS INVOLVED FOR THE CLIPPINGS / MONITORING SECTION WITH AN EXACT FIGURE FOR HOW MUCH OF THE FEE IS GOING TO BE SPENT ON THIS AREA ALONE**
- ▶ Breaking down each of the main activities into **ACCOUNT TEAM MEMBER(S) AND TIME ALLOCATED** for:
 - ▶ Strategy and planning
 - ▶ Reporting
 - ▶ Other activity listed by sub-heading: media relations outreach, industry commentary, etc.
 - ▶ Clippings and monitoring
- ▶ Estimate of indirect expenses:
 - ▶ Travel and travel related expenses (shall be in line with Amadeus' Travel Policies)
 - ▶ Any other indirect expense, such as data purchase, administrative expenses, etc.
- ▶ Payment schedule, in line with the work plan (deliverables/ milestones)
- ▶ Payment Terms & Conditions
- ▶ The contractual terms & conditions proposed including the detail of the financial proposal and the specific rates with the detailed breakdown of the prices

2.3 Selection Criteria

Functional and Delivery

- Demonstrated understanding of Amadeus' business needs and relevance of proposal/ examples shown
- Travel industry expertise
- Proposed recommendations
- Tangible deliverables outlined (strong backup support required)
- Proven vendor's delivery capability:
 - ▶ Team's seniority: Profiles assigned to the consultancy team and/or any other network collaborators, on scope experience details provided
 - ▶ Risk management / change and communication plan: Comprehensive approach / plan to address any ongoing issue
 - ▶ **Appropriate management of conflicts of interests (e.g. direct competitors or travel industry organizations, affiliations, , etc)**

General qualities we are looking for in a provider

- Proactively providing ideas, counsel and guidance and pursuing opportunities to tell the Amadeus story in the region across relevant target audiences
- Localization: adapt and localize all global Amadeus materials in relevant way for greatest uptake by target audiences in NORAM market (i.e. US predominantly but also Canada)
- Strategic market analysis: provide Amadeus with ongoing local intelligence on both the media landscape and other developments in the travel, technology or other sectors relevant to Amadeus' business

- Media knowledge: deep familiarity with our media and the travel/technology sector – or ability to learn this quickly; includes travel trades, technology and general business media outlets and journalists
- Administrative focus: proactive and thorough approach around admin; eye for necessary details, no need to ask twice or remind, and reporting that adheres strictly to deadlines
- Ability to understand, strategize, collaborate and execute the dual global/local requirements of Amadeus: execute the company’s global initiatives in NORAM as well as develop and achieve specific local market-focused strategies and activities

4. Functional Requirements

The brief

Work in collaboration with and as advised under the primary, day-to-day direction of the head of NORAM PR to:

- Reach the following audiences with the corresponding allocation of resources listed (This is an estimated breakdown of public relations servicing time by priority/area, subject to change based on shifting needs or activities):
 - ▶ Airlines 35%
 - ▶ Corporate travel 20%
 - ▶ Online travel agencies 15%
 - ▶ General (general technology/innovation, thought leadership, CSR etc.) 15%
 - ▶ Leisure/traditional travel agencies 5%
 - ▶ Hotels 5%
 - ▶ New business (business intelligence, payments, etc.) 5%

Increasing impactful and quality of coverage with an almost entirely exclusive focus on the following agreed priority publications (the list of which can and should be reviewed regularly):

- Key trade media (15)
 - ▶ General: Skift, Tnooz, Travel Weekly, Travel Technology Update
 - ▶ Airlines: Air Transport World, Aviation Week, Aviation Daily, Runway Girl
 - ▶ Corporate travel: The Beat, The Company Dime, Business Travel News
 - ▶ Travel agencies: Travel Market Report, TravAlliance/Travel Pulse, Travel Agent, Vacation Agent
- Top tier (6)
 - ▶ New York Times, Wall Street Journal, USA Today, Associated Press, Bloomberg/BusinessWeek, Boston Globe
- Technology (7)
 - ▶ Computerworld, CIO, InformationWeek, Wired, Mashable, TechCrunch, CNET

Strategy and planning

Creation of market strategy (ONE PAGER) document:

- Provide Amadeus at the end of the first 30 days with a recommended PR strategy for the brief, working under the direction of the head of NORAM PR
- This should include a “complete 360” review of all available earned/non-paid for channels (traditional/online media, social media, etc.) to reach the agreed Amadeus key audiences; incorporating the results into the strategy and updating media monitoring, priority publications, etc. as stated in this document and where necessary (on a ‘one in, one out’ basis) – to reboot Amadeus’ media relations program in NORAM.
- Following consultation with Amadeus for both global and regional feedback, adapt the strategy within two weeks and begin
- Document to include: summary of “strategy,” objectives (and measurements), key messages, priority audiences (including media publications), etc.
- Strategy and results to be reviewed at each quarterly meeting (see reporting section)

Creation of rolling PR plan of activity:

- Create and update a rolling PR plan of activity extending out up to one year ahead
- Plan to include comprehensive forecasted calendar with relevant editorial calendar opportunities, bylined articles, proposed media outreach, promotion of agreed priority Amadeus materials / press releases, Amadeus events, etc.
- Review and agree on an ongoing basis with Amadeus the inclusion and exclusion of agreed objectives and activities (as outlined in the below), for example target media meetings or campaigns, into the planning document

Agreed activity expectations

Media relations program:

- Arrange 3-4 per month face-to-face / phone briefings for Amadeus spokespersons as requested focused on the agreed priority publications – with a representative of the agency participating (either by phone or in person) during the meetings as requested by Amadeus
- Media relations outreach related to industry events: as requested, arrange for Amadeus spokespersons to meet with/speak with key journalists during key/priority industry events; priority events will include Global Business Travel Association Conference, Phocuswright Conference, American Society of Travel Agents, plus a selection of up to 6 other events per year
- As requested by Amadeus, representative from agency to arrange and/or be present via telephone during any telephone interviews or briefings
- Press office function: as requested by Amadeus team,, provide first- and second-level support for journalists with questions, liaising with relevant Amadeus contacts to develop and deliver media responses, etc.
- Pitch relevant Amadeus content announcements / news to agreed key target media (additionally see below the campaigns section)

Industry commentary:

- Positioning Amadeus as leading industry commentator on agreed topics (to be included within the PR strategy and planning docs) with the agreed priority media, focusing resources proportionally on the business areas as outlined at the beginning of the brief
- Focusing on using Scott Gutz, President and CEO, Amadeus NORAM, as main spokesperson, as well as 6-8 other approved global and NORAM spokespeople/executives as directed
- Suggesting ideas for proactive commentary on industry trends / upcoming news items (to be circulated unsolicited to media), Letters to Editor, etc. – and drafting suggested wording when Amadeus agrees to proceed
- Pitching ideas to agreed priority media for bylined articles on agreed priority topics
- Provide speaking guidance and ideas for Amadeus presenters/spokespeople at industry events, as requested

Editorial calendar opportunities, bylined articles and sponsored content:

- Research and suggest all possible relevant editorial opportunities and bylined articles opportunities in which Amadeus could participate; pursue and execute pitching as directed by Amadeus
- Create annual editorial opportunities calendar in first 30 days, update quarterly
- Make suggestions for how to respond and subsequently pitch ideas to publications well ahead of deadlines
- Develop ideas and draft content as requested for sponsored, third party and syndicated newswire content articles, etc.; development and writing of 3-4 external bylined blogs per quarter (each one up to average 800-1,200 words), sponsored content articles etc. for placement in external sponsored outlets

Topic-specific Global Communications Campaigns:

- Execute 4 global communications campaigns per year, each campaign lasting a period of two weeks
- Content / materials to be provided by Corporate Communications/Madrid with agency role to localize, adapt and execute the content to the local market and maximize PR opportunities and results
- Each campaign to include but not be limited to: all media relations outreach, including pitching of story ideas to target media, Amadeus hosted event (for example a round table with journalists), arranging bylined opportunities with key target media, organizing for key spokespersons to be interviewed, letters to editors, preparation of relevant materials, and post campaign analysis of results.

Social media:

- Develop and contribute PR-related ideas and content (mainly Amadeus blog ideas/writing and social media special projects) to be executed in Amadeus' NORAM social channels by the region's in-house social media team
- Adapt existing Amadeus global materials for social media usage on local market Amadeus social media channels
- Ad hoc social media monitoring on a special case basis (primarily issues management) to assist in-house team as requested

- Conduct review of North America social media and blogosphere landscape to identify the top 10 influencers we should be engaging with and begin incorporating them into our media outreach program

Reporting structure

Weekly activities tracker / WIP:

- Document to be updated and sent to Corporate Communication/Madrid every Thursday by COB (Madrid time)
- Contribute info and updates to weekly activity grid/tracker for NORAM PR team

Monthly phone conference meeting (Amadeus NORAM office and Corporate Communications/Madrid) lasting one hour:

- Agenda and all documents relating to the meeting (including editorial calendar opportunities and the agreed rolling plan document) circulated 48 hours before meeting
- Mid-term planning items / calendar review to always feature on agenda
- Agreed actions and WIP written up and circulated 24 hours after meeting

One call between monthly meetings (i.e. once a month) lasting 30 mins with Amadeus NORAM office and Corporate Communication/Madrid:

- Review WIP and upcoming activities (especially forward features)
- Following the call agency updates WIP with agreed actions immediately

Quarterly review sessions (two face-to-face in agency offices and/or Amadeus NORAM offices, two teleconference/webcasts, Corporate Communications/Madrid to dial in) lasting three hours:

- Agenda and presentations submitted 48 hours before meeting
- One hour for reviewing achievements of the quarter (presentation document to include highlights – and be used as record), including a review of what has worked and why, plus what hasn't worked and why
- One hour for reviewing strategy and objectives (working from existing agreed strategy and objectives document) – PR agency to provide suggested updates ahead of the meeting in the agenda based upon previous quarter's activity. Document to be updated and recirculated 48 hours after meeting.
- One hour for brainstorming further ideas – topics for brainstorming to be agreed by Amadeus (PR agency to submit ideas one week ahead of meeting) ahead of the meeting and circulated with suggested points to be discussed. Following meeting PR agency to write-up notes and next steps, updating all other docs where relevant, 48 hours after meeting.

Media coverage/clipping services:

Using the means that is best considering time, cost and effectiveness, (manual tracking, Google Alerts "Amadeus + travel" and/or agency in-house/automated service), monitor and provide clippings in PDF format once weekly for Amadeus media coverage appearing in the US and Canada, tracking across up to approximately 30 media outlets/sites including:

- Key trade media (14)
 - Skift, Tnooz, Travel Weekly, The Beat, Business Travel News, Travel Market Report, Travel Pulse, Travel Agent, Travel Press/Travel Courier, Travelweek, Business Travel Executive, Travel Technology Update
- Segment-specific/other media outlets (14)
 - Airlines: Air Transport World, Aviation Week, Aviation Daily
 - Hotels: Hospitality Technology, Hotel and Motel Management, Hotels, Hospitality Upgrade, Hotel Business, Lodging Hospitality, Hotel News Now, Hotel Marketing
 - Tech: Computerworld, CIO, InformationWeek, InfoWorld
- Ad hoc (8-10x per year): Provide ad hoc monitoring and alerts for major coverage, breaking news, issues management or crisis situations. Provide timely roundup reports of media coverage/clips as requested for specific campaign, launches, projects etc.