



Greater Miami Convention & Visitors Bureau Spain PR Agency RFP Questions August 24, 2026

Here is a synopsis of the questions submitted for the Spain PR Agency RFP. To streamline the information, we have consolidated duplicate questions while preserving the agencies' specific points of clarification. The questions are organized into the following categories:

- RFP Process and Submission Requirements
- Eligibility, Conflicts and Scope
- Team, Resourcing and Governance
- Budget, Retainer and Expense Treatment
- Performance Measurement
- Spain Market Strategy, Audiences and Research
- Campaigns, Content and Market Operations
- Press Trips and Travel Documentation
- Crisis Communications

RFP PROCESS AND SUBMISSION REQUIREMENTS

- 1. Is an agency's expression of interest non-binding until it has received and reviewed the GMCVB's answers to the submitted clarification questions?**

If an agency would like to withdraw their Intent to Bid after the Q&A document is posted, they may do so in writing to PRAgencyRFP@gmcvb.com.

- 2. How many agencies have been invited to participate, and what role will the incumbent agency, Aviareps Spain, have in the process?**

Twelve agencies have submitted an Intent to Bid for the Spain PR RFP. As the incumbent agency, Aviareps Spain is eligible to participate in the process and will be evaluated under the same criteria, scoring methodology and requirements as all other participating agencies. No preference or advantage will be given based on incumbent status.

- 3. Is this a standard or mandatory procurement process, or are there specific unmet needs, lessons from the current Spain program, or areas the GMCVB wants the selected agency to evolve, strengthen or approach differently?**

Agency searches are part of the GMCVB's vendor and agency partner best practices and do not reflect negatively on the performance of existing agencies. This RFP also provides an opportunity to ensure that we maintain the positive momentum achieved in the Spain

market and identify the partner best positioned to build on that progress, strengthen Miami's visibility and engagement, and support the GMCVB's evolving priorities.

- 4. Can the GMCVB provide a downloadable copy of, or an updated working link to, the 2025-2026 Marketing Plan referenced in the RFP?**

The 2025-2026 Marketing Plan is posted in the resource section at www.GMCVBRFP.com or via this [link](#).

- 5. How many phases or rounds are included in the selection process?**

The selection process will consist of two phases. Based on the proposal scores, three agencies will be selected as finalists and invited to present. The finalist receiving the highest presentation score will be awarded the GMCVB account.

- 6. Will finalist presentations take place via Zoom or in person, and which GMCVB representatives are expected to participate?**

Presentations for the top three finalists will be via Zoom. The GMCVB Committee will be introduced prior to the start of the presentations.

- 7. What assignment will finalists receive, and how far in advance of the presentation during the week of October 19 will it be provided?**

We will inform the top three finalists and provide the presentation assignment on October 5.

- 8. What file format is required for the proposal (PDF, PowerPoint, Word or another format), and is there a maximum file size?**

PDF format is preferred and while there is no maximum file size, there is a 100-page limit for each proposal. If your proposal is created as a PowerPoint, we would suggest saving it as a PDF.

- 9. Does the 100-page proposal limit include administrative documentation and financial statements, or may those materials be submitted as annexes or separate supporting files? If separate, are they subject to a page or file limit?**

Yes, the 100-page limit should include everything.

- 10. Should the requested financial data and statements relate specifically to the responding Spanish legal entity?**

Yes, we need to see evidence that the responding Spanish agency is a financially sound organization.

- 11. Is a Dun & Bradstreet credit report mandatory, or will an equivalent report from another commercial-information and risk-analysis provider be accepted?**

Please provide some evidence that your business is a financially sound organization.

- 12. In which currency should agencies submit pricing, and in which currency will the selected agency invoice GMCVB?**

Monthly retainers should be billed to the GMCVB in US Dollars.

- 13. For the requested ethnic, race and gender breakdown of full-time employees, should agencies report for the entire global organization, the responding office, all offices supporting the account, or only the proposed account team?**

This should apply to responding office that would support the account. If Spain law prohibits collecting data on ethnicity or race during the hiring process and you are unable to provide this information, please state this in the proposal.

We understand the importance of agencies complying with their respective government regulations and in that case this information will not be required.

- 14. Does the request for all clients added and lost during the past five years apply to the agency's full client roster or only to clients relevant to tourism, travel, hospitality, leisure, meetings/conventions or the RFP services?**

Agencies may exercise discretion in determining the scope of the client information provided. However, the GMCVB is primarily interested in clients relevant to tourism, travel, hospitality, leisure and meetings/conventions, and agencies are strongly encouraged to focus on accounts within these sectors. Agencies should also disclose any other significant client additions or losses that may affect their capacity to service the account or present a potential conflict of interest.

- 15. For the examples requested under Creative Ability and Strategic Capability, should agencies present work completed for existing clients or proposed approaches for GMCVB? May relevant examples come from industries outside tourism, travel, hospitality and destinations?**

Agencies should present examples of work completed for past and/or current clients. Relevant examples may come from industries outside tourism, travel and hospitality, particularly when they demonstrate capabilities directly transferable to the GMCVB account. Agencies are encouraged to prioritize successful work within the travel, tourism, hospitality or destination sectors whenever possible.

16. **When the same experience or information applies to more than one numbered section, should agencies repeat it in each section or cross-reference an earlier response to avoid duplication?**

Cross-reference an earlier response to avoid duplication.

17. **Is Section 7, Public Relations & Marketing Knowledge, intended as a broader summary emphasizing cooperative and non-traditional PR programs, or does GMCVB expect additional examples distinct from those in Sections 5 and 6?**

The GMCVB expects distinct examples of Creative Ability (Section 5), Strategic Ability (Section 6), and a broader summary emphasizing cooperative and non-traditional PR programs (Sections 7).

ELIGIBILITY, CONFLICTS AND SCOPE

18. **For conflict-of-interest purposes, does the definition of the responding legal entity apply only to the agency's Spanish entity and its offices, or also to the agency's global network?**

It applies to the agency's Spanish entity and its offices.

19. **Which destinations or destination categories does the GMCVB consider competitive or incompatible for conflict-of-interest purposes?**

The competitive set has evolved a great deal to include anywhere you can fly to for travel. The GMCVB has reviewed a list of potential conflicts of interest submitted by agencies intending to bid. We encourage all agencies to proceed with their proposals, even if they represent other destinations. Agencies should clearly identify all U.S. city and beach destinations they currently represent so that any potential conflicts can be evaluated on a case-by-case basis.

20. **Can the GMCVB confirm that the engagement is limited to strategic communications and marketing and does not include destination representation, commercial activity or sales in Spain?**

This RFP is specifically for public relations and communications services in Spain. It does not include commercial activity or sales services.

TEAM, RESOURCING AND GOVERNANCE

21. **Does the GMCVB require any account-team roles to be physically based in Miami or in Spain?**

We would require that the selected agency have a Spain based office. We do not require for account team to be physically based in Miami and require that they be based in Spain.

22. **Is 100% dedication mandatory for proposed team members, or may agencies recommend an alternative staffing model aligned with the GMCVB's needs and the agency's ways of working?**

The GMCVB does not require every proposed team member to be dedicated exclusively to the account. Agencies may recommend the staffing model they believe will best fulfill the scope of work, provided it ensures sufficient resources, consistent day-to-day account management, senior-level strategic oversight and timely responsiveness. Proposals should clearly identify each team member's role and anticipated level of involvement.

23. **What monthly agency hours, staffing allocation or approximate level of effort should agencies assume when developing the team and fee structure?**

Each agency should propose the team structure and level of effort it believes are necessary to fully and effectively deliver the scope of work. Proposals should clearly outline each team member's role, anticipated level of involvement and any staffing assumptions reflected in the proposed fee.

24. **What is the GMCVB's internal team structure for this scope, and how many client-side stakeholders are expected to participate?**

The Director of Marketing Communications responsible for the Spain market will serve as the agency's primary day-to-day contact and will oversee the account in coordination with the Vice President of Marketing Communications. Additional GMCVB stakeholders and subject-matter experts, including representatives from Marketing, Tourism Industry Sales, Convention Sales, and other relevant departments, may participate depending on the initiative. The number of client-side stakeholders will therefore vary by project, but routine account management and approvals will remain centralized through the Director of Marketing Communications.

25. **What is the GMCVB's approval process, and what is the typical turnaround time for reviews and approvals?**

Please reference the timeline posted on www.GMCVBRFP.com

- 26. How many agencies are on GMCVB's international PR roster, and what methodology is used to coordinate strategy and content across markets?**

Please reference pages 16-17 of the GMCVB Marketing Plan posted on www.GMVCBRFP.com.

- 27. What continuity should the incoming agency expect regarding existing Spain press lists, editorial calendars and media relationships, versus rebuilding these resources from the ground up?**

If the contract is awarded to an agency other than the incumbent, the GMCVB anticipates a two-week transition period to facilitate the transfer of these materials and support continuity.

Regardless of the outcome, the selected agency will be expected to review, validate and update existing resources, supplement them with its own market intelligence and contacts, and continue strengthening relationships with priority Spanish media and influencers.

BUDGET, RETAINER AND EXPENSE TREATMENT

- 28. What monthly or annual agency-retainer range, budget cap or fee guidance should agencies use when developing their proposals?**

For planning purposes, the GMCVB anticipates a monthly agency retainer in the range of US\$2,000–\$2,300 for the core Spain-market PR scope outlined in the RFP. This range excludes working dollars, approved out-of-pocket expenses and separately authorized project costs. Agencies should propose the staffing model and allocation they believe will deliver the greatest value within this range. If an agency recommends additional services or resources beyond the core scope, these may be presented separately as optional enhancements, with the associated costs clearly identified.

- 29. Which costs should be included in the monthly retainer, which should be billed separately, and are there recurring monthly expenses GMCVB already expects agencies to include? Please address items such as monitoring platforms, talent fees, wire distribution, travel, events, production, shipping and other activation expenses.**

The monthly retainer will pertain to the day-to-day/scope of work provided by the GMCVB. Out of pockets are billed separately and must be approved by the GMCVB in advance. Examples include:

- *Wire press releases - out of pocket*
- *Media monitoring – out of pocket*

- *Crisis management - Issues management is considered part of day-to-day retainer. Exceptions may exist in times of severe crisis when a focused crisis scope would need to be defined.*
- *Travel - out of pocket*
- *Stunts and creative campaigns- Out of Pocket*
- *Campaigns and partnerships - Depends. The thinking and strategy development is part of the retainer.*

30. Beyond the agency retainer, what annual budget is typically available for Spain-market PR activities such as media events, press trips, content creation, partnerships and other activations?

The GMCVB does not have a fixed or guaranteed annual budget for Spain-market PR activities beyond the agency retainer. Available funding is determined each fiscal year and allocated based on strategic priorities, the value of individual opportunities and available resources. Approved press trips, events, partnerships, content production and other third-party activation costs would generally be budgeted separately from the monthly retainer. Agencies may include recommended initiatives and estimated project costs in their proposals, provided these are clearly identified as optional expenses and separated from the retainer fee.

31. For press and influencer trips, does GMCVB directly cover flights, accommodation, meals, activities and logistics? To what extent do destination partners, hotels, airlines, attractions or other stakeholders contribute?

Yes, if the GMCVB invites press and influencers on a press trip, there will be a budget for flights, and the GMCVB will work with destination partners, hotels, attractions, and other stakeholders to assist.

32. Are influencer or content-creator fees funded through a separate PR/activation budget, or should proposed collaborations be earned/organic and based on travel and hosting?

The scope of work primarily focuses on earned-media opportunities; however, the GMCVB is open to considering paid influencer or content-creator partnerships recommended by the PR agency. Collaborations have consisted of in-kind support from destination partners, such as accommodations, meals and admission to attractions. Any paid partnership would be evaluated individually based on its strategic value and anticipated impact and would require prior GMCVB approval and available funding. Influencer partnerships have been an area of growth within the marketing communications budget.

- 33. If creative activations or PR stunts are executed in Spain, will GMCVB provide a separate project budget, or must these activities be covered by the monthly retainer?**

If the GMCVB undertakes a creative activation or PR stunt in Spain, a separate project budget would be provided to cover the associated activation and third-party costs. The agency's PR related services, however, would fall within the scope of work covered by the monthly retainer.

- 34. Will GMCVB provide access to a global media-monitoring and measurement platform, or should the agency select and budget a Spain-market clipping provider? If agency-provided, should the cost be included in the retainer or reimbursed separately?**

In our experience PR agencies have their own media monitoring services, specific to the market they represent, that are extended to clients. If the PR agency must contract a service for the account, the fee (which must be approved by the GMCVB) would be invoiced separately from the monthly agency retainer each month.

- 35. What types of paid-for placements are permissible under the RFP's reference to paid placements similar to wire distribution? Does this include advertorials, sponsored editorial opportunities, special media formats or other paid PR/editorial collaborations?**

The RFP primarily focuses on earned-media activities. However, the GMCVB may consider limited paid PR opportunities, such as wire distribution, sponsored editorial content, advertorials or special media collaborations, when recommended by the agency and aligned with the program's communications objectives. Any such opportunity would be evaluated on a case-by-case basis and require the GMCVB's prior approval.

Traditional advertising, media buying and paid-media strategy are outside the scope of this RFP.

- 36. Would GMCVB welcome a proactive partnership program with leading Spanish media, lifestyle platforms and industry organizations, and would GMCVB allocate a separate budget for it?**

The GMCVB welcomes proactive partnership recommendations involving leading Spanish media, lifestyle platforms and relevant industry organizations. Opportunities will be evaluated individually based on their strategic value and alignment with GMCVB's objectives. Any separate funding for the cost of the partnership program will depend on the nature of the opportunity and the budget available during the applicable fiscal year.

37. Is GMCVB open to proprietary editorial platforms or recurring PR initiatives developed specifically for Spain, and would a separate budget be available for them?

The GMCVB is open to considering proprietary editorial platforms and recurring PR initiatives developed specifically for the Spain market. Recommendations will be evaluated individually based on their strategic value, anticipated impact and alignment with GMCVB's objectives. Any separate funding will depend on the nature of the initiative and the budget available during the applicable fiscal year.

PERFORMANCE MEASUREMENT

38. What primary business and communications KPIs, success metrics and ROI methodology will the GMCVB use to evaluate the Spain program and the agency's annual performance? Can the GMCVB share current or historical benchmarks and performance targets, including any distinctions among earned media, reach, leisure, travel trade and MICE impact?

The GMCVB evaluates agency performance through a combination of quantitative and qualitative measures rather than relying on a single metric. Primary communications KPIs include number of placements, impressions, circulation, number of hosted journalists, number of media desksiders, and Barcelona Principal Score Rating.

The GMCVB recognizes that a placement in a targeted trade or MICE publication may have a smaller audience than a consumer outlet but can deliver significant strategic value because of the relevance and influence of its readership. Therefore, quality, message alignment and audience relevance are considered alongside overall reach.

Final annual KPIs and performance targets will be established with the selected agency at the beginning of the contract term, taking into account historical performance, current market conditions, available resources and the agency's proposed strategy.

SPAIN MARKET STRATEGY, AUDIENCES AND RESEARCH

39. Which geographic feeder markets, traveler segments, media audiences and business priorities within Spain should the agency prioritize for FY 2026-27? Does GMCVB have data showing where current Spanish visitors originate?

Please reference the 2025-2026 Marketing Plan and Annual Report posted in the resource section at www.GMCVBRFP.com

40. Can the GMCVB share current consumer research, behavioral studies or a Spain traveler profile, including the research behind the Culture Seekers and Adventure Seekers segments and whether those segments are Spain-specific or global?

Please reference the Visitor Industry Profile report posted in the resource section at www.GMCMVBFRFP.com

- 41. What barriers for Spanish travelers has the GMCVB identified, including visa/ESTA requirements, cost perceptions, safety, weather or hurricanes, seasonality and air connectivity?**

The GMCVB has not identified a single overriding barrier specific to the Spain market. However, we recognize that Spanish travelers may consider factors such as overall travel costs and value, currency fluctuations, U.S. entry requirements, air connectivity and perceptions surrounding Miami's summer weather and hurricane season. Agencies are encouraged to apply their knowledge of the Spanish market, supported by relevant research and data, to identify any additional barriers and recommend communications strategies to address them.

- 42. Which sensitive social, political, safety, sustainability or resident-tourist coexistence issues has the GMCVB most recently needed to address in relation to perceptions in Spain?**

The GMCVB has not recently needed to address any significant sensitive issues specific to perceptions of Miami in the Spain market. However, as a global destination, we routinely monitor topics that could affect traveler perceptions, including safety, severe weather, sustainability, responsible tourism and the impact of visitation on local communities. The selected agency will be expected to monitor Spanish media and public sentiment, alert GMCVB to emerging concerns and recommend appropriate messaging or communications strategies when needed.

- 43. What balance should the Spain program place on consumer/leisure, travel trade and meetings/conventions objectives? Which RFP audiences are highest priority, and should B2B initiatives be ongoing or project-based?**

Please reference the Visitor Industry Profile report posted in the resource section at www.GMCMVBFRFP.com for audience priority.

MICE and Trade media coverage is a key component of our PR strategy/scope. The PR agency will support the GMCVB's Convention Sales and Industry Sales teams by gaining a deep understanding of Miami's meetings and trade landscape, crafting targeted messaging, and distributing relevant information to MICE and Trade media contacts.

MICE is a high priority, as the GMCVB's Convention Sales team has a strong international focus, with a dedicated director overseeing strategic plans to attract global meetings and conventions to the destination.

Additionally, we expect Travel Trade and Industry news coverage to reinforce the efforts of our Tourism Industry Sales team and enhance overall industry messaging. The primary objectives are to disseminate information about Miami & Miami Beach to the Spain trade and generate media coverage that highlights both the industry and the GMCVB's partners.

44. Are the Miami's Got It campaign's luxury and sophistication positioning and the RFP's accessibility and neurodivergent-inclusion messaging intended for the same audience or for distinct sub-audiences in Spain?

Miami's Got It is an overarching brand platform designed to communicate the breadth and diversity of the destination rather than position Miami exclusively through a luxury lens. Luxury and sophistication, accessibility and neurodivergent inclusion represent different destination attributes and storytelling opportunities within the broader platform.

These messages are not necessarily intended for one identical audience, nor are they treated as completely separate campaigns. The appropriate emphasis will depend on the target audience, communications objective and media opportunity.

The selected agency will receive a comprehensive briefing on the brand strategy, priority audiences, messaging framework and supporting proof points once the business has been awarded.

45. What strategic priorities or areas of innovation does the GMCVB want the Spain program to emphasize during the upcoming term?

The GMCVB's primary objective is to sustain and build on Miami's momentum in the Spain market while strengthening the destination's relevance among leisure travelers, travel trade professionals and MICE decision-makers. The selected agency will help introduce and localize the Miami's Got It brand platform, broaden perceptions of Greater Miami and Miami Beach, and showcase the destination's diverse neighborhoods, culture, culinary experiences, arts, major events and year-round appeal.

The GMCVB is particularly interested in innovative, earned-first approaches that respond to Spanish market insights. These may include fresh storytelling formats, strategic influencer and creator engagement, media and industry partnerships, and timely cultural connections. Agencies are encouraged to recommend ideas that are locally relevant, measurable and capable of generating meaningful coverage and engagement rather than innovation for its own sake.

For a general understanding of our overall positioning, you can reference the GMCVB marketing plan posted in the resource section at www.GMCVBRFP.com.

- 46. How much flexibility will the selected agency have to develop Spain-specific earned-media, influencer, partnership and creative PR concepts under Miami's Got It, versus primarily amplifying centrally developed GMCVB campaigns?**

The GMCVB will provide the primary strategic direction, campaign priorities, key messaging and brand guidelines for Miami's Got It. The agency will be encouraged to recommend Spain-specific earned-media, influencer, partnership and creative PR concepts based on its local expertise, provided that all recommendations align with the Miami's Got It brand platform, receive prior GMCVB approval and are subject to available funding if additional costs are involved.

CAMPAIGNS, CONTENT AND MARKET OPERATIONS

- 47. Approximately how many campaigns, activations or PR stunts should the agency expect to support each year?**

This varies each fiscal year, but a typical fiscal year consists of a maximum of 1-2 in-market activations/PR stunts and/or media missions.

- 48. How does GMCVB currently plan content: how far in advance is planning conducted, who leads each phase, and how are topics proposed, validated, produced, distributed and followed up?**

The GMCVB's Marketing Communication team manages content planning by combining annual strategic priorities with quarterly and monthly planning and the flexibility to respond to timely news and media opportunities.

At the beginning of each fiscal year, the GMCVB provides the primary strategic direction, including destination priorities, major campaigns, key messages, events and relevant leisure, travel trade and MICE initiatives. These priorities are refined throughout the year as new opportunities, partner developments and organizational needs arise.

The selected agency will be expected to contribute local-market expertise by monitoring Spanish media trends and editorial calendars and proactively recommending topics, story angles, partnerships and timely opportunities. Proposed topics will be reviewed by the Director of Marketing Communications responsible for Spain.

The GMCVB will also provide timely press releases and key messaging. The agency will be responsible for translating and adapting these materials for the Spanish market and developing locally relevant pitches and supporting content as needed. Following GMCVB approval, the agency will distribute materials to targeted consumers, travel trade and MICE media, conduct strategic outreach and follow up with journalists, influencers and other relevant contacts.

The agency will also be expected to monitor results and media feedback, identify follow-up opportunities and report on coverage, outreach activity and recommended next steps through regular account updates and monthly reporting.

- 49. Is there an existing social-media or influencer plan/calendar that agencies may use when developing their proposals?**

The GMCVB does not currently maintain dedicated social-media channels or a separate influencer calendar for the Spain market. However, the GMCVB develops a monthly social-media content calendar for its primary channels, which may be shared with the selected agency upon request to support alignment and identify relevant amplification opportunities.

- 50. Should press releases, pitches, reports, plans and Q&As be delivered in English, Spanish or both? Will centrally supplied materials require translation and local adaptation, or will they be provided in Spanish?**

All communications and deliverables submitted to the GMCVB team, including reports and pitches, should be provided in English. Materials intended for distribution in the Spain market, including press releases and pitches, should be translated and appropriately adapted into Spanish. Centrally developed GMCVB materials will generally be supplied in English, and their translation, localization and distribution in Spain are included within the agency's scope of work.

- 51. Are GMCVB spokespersons based in Spain and available to respond quickly to media requests?**

The GMCVB's PR representatives in Spain may respond directly to routine media requests for destination information and assets, including B-roll, photography, fact sheets and updates on what is new. However, any request for an official quote, interview or commentary tied to a specific story must first be screened and coordinated by the Director of Marketing Communications responsible for the Spain market, who will determine the appropriate GMCVB spokesperson and response.

PRESS TRIPS AND TRAVEL DOCUMENTATION

- 52. Approximately how many press trips or media visits from Spain should the agency expect to support annually, and how often will an agency team member be expected to escort journalists or travel to Miami?**

The number of individual media visits varies each year based on opportunities and available resources. During fiscal year 2024/2025, the GMCVB recorded 14 individual media visits from Spain. Historically, GMCVB has also hosted at least two Pan-European group press trips per fiscal year, with one Spanish media typically invited to participate in each trip.

Agency team members are not generally expected to escort individual media visits. However, an agency representative should anticipate traveling to Miami to support at least one group press trip, with a maximum of two agency-escorted trips per fiscal year.

- 53. For journalists and content creators participating in GMCVB-organized media visits, is ESTA travel authorization sufficient or is a professional media visa required? If a media visa is required, will the application cost be reimbursable or included in the agency's proposed budget?**

Travel-authorization requirements may vary based on the traveler's nationality and the activities they will undertake while in the United States. Each participating journalist or content creator is responsible for determining and obtaining the appropriate travel authorization or visa and should consult official U.S. government guidance. The GMCVB does not provide immigration or legal advice.

Historically, the GMCVB has not been asked to reimburse visa or ESTA application costs. Any request for reimbursement would need to be submitted for GMCVB's review and approval in advance.

CRISIS COMMUNICATIONS

- 54. What is the exact scope of the 24/7 crisis-communications requirement, and what historical volume of crisis situations has the Spain agency handled?**

The 24/7 crisis-communications requirement does not require continuous, around-the-clock staffing or monitoring under normal circumstances. It requires the agency to designate an appropriate senior contact who can be reached outside regular business hours when an urgent issue arises in the Spain market.

The agency would be expected to promptly alert the GMCVB to emerging issues, assess the potential impact in Spain, provide local-market counsel, monitor relevant media coverage, assist with translations and media inquiries, and support the adaptation and distribution of GMCVB-approved messaging. The agency should not issue statements or respond publicly on the GMCVB's behalf without prior authorization.

Historically, situations requiring significant crisis support from the Spain agency have been infrequent, and there is no predictable annual volume.

Although it is not possible to elaborate on individual situations within this document, the GMCVB has a strong track record of managing communications surrounding a broad range of issues, including hurricanes and other severe-weather events, the Zika public-health crisis and environmental concerns such as sargassum. The 24/7 requirement is intended to ensure readiness and timely coordination should an urgent situation arise.

- 55. Is prolonged execution and day-to-day management of a significant crisis included in the monthly retainer, or may extraordinary crisis services be separately scoped and billed?**

If a significant crisis requires prolonged, unusually resource-intensive support beyond the normal scope of work such as dedicated staffing, sustained daily monitoring, extensive media relations or ongoing crisis-management execution, the additional services may be separately scoped and billed. Any separate scope of work and associated fees must be discussed with and approved in writing by the GMCVB before the agency incurs additional costs.

- 56. Does the GMCVB have an existing global crisis-communications plan and protocols for local adaptation, or must the selected agency develop a Spain-specific crisis manual and supporting materials from the ground up?**

The GMCVB has established crisis-communications protocols and extensive experience managing destination-related issues. The selected agency will not be expected to develop a Spain-specific crisis manual entirely from the ground up; rather, it will work closely with the GMCVB to develop the most effective crisis-communications strategy for the Spain market, should the need arise. The GMCVB will rely on the agency's in-market expertise to refine and adapt the approach based on Spain's media landscape, cultural sensitivities and public sentiment. The agency will also be expected to monitor emerging issues, advise on market-specific implications, and support translations, media inquiries and the distribution of approved messaging.