

Discover The Palm Beaches
Marketing Mix Model
Questions & Clarification Responses
February 7, 2024

- Are the marketing tactics segmented by Demographic Groups? (Millennials/Mature Couples/Diverse segments/HH Income)
 - Our outreach segments are typically segmented to target individuals over 30 years of age and top 10% HHI or \$150,000+ HHI; this serves as baseline targeting for most campaigns. Then we separate campaigns by interest targeting, aligning with our core pillars: Beaches & Outdoors, Arts & Culture, Spa & Wellness, Culinary, Shopping, Sports & Golf, and Family. For retargeting to individuals who have made themselves known to us by providing their email address, we have multiple ways of determining interests by way of information they have provided, how they engage with our website, and through data partnerships that enrich their profile with additional demographic, psychographic, and behavioral attributes. We can then segment in a variety of ways based on the goals of any given campaign.
- The RFP makes mention of data sources that include “Brand and Campaign Performance”. What type of brand related data does DTPB have access to? How frequently is it collected and what level of granularity?
 - A brand tracking study is launched post Winter and Summer campaigns (twice per year). The study has been ongoing since 2017. The sample is determined by both domestic and international DMAs with significant investment over the campaign. The sample is weighted by DMA investment level. Each survey has 1,500 or so respondents. Core questions that are asked are Destination Awareness, Brand Awareness, Destination Familiarity, Desirability to Visit, Past Visitation, Intent to Visit in Next 12 Months, Advertising Recall. These are asked of The Palm Beaches and key Florida competitors. We also ask demographic questions including Age, Income, HH Composition, Race, Ethnicity, Gender, Sexual Identity, Disabilities within HH, Travel preference from accommodation types, vacation types, travel party compositions, travel motivators and key destination attributes.
- Can you confirm that site visits are the primary response KPI?
 - Our marketing has placed a focus on quality of audience based on engagement, over quantity of impressions our marketing is driving. We are seeking for the this model to help validate if this is the most appropriate KPI and/or if there are others that we should be using to analyze our business. We are not set on a specific KPI and are open to analyzing the most appropriate KPI for our business.
- Does the data indicate what geographic region from which the site traffic originates from?
 - We have many different KPIs, including website traffic, that are available by geographic areas.
- Does DTPB want reporting and optimization capabilities by market/geographic region?
 - Yes, our efforts are focused by geographic markets and we would like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- Are the media tactics consistent across regions?
 - No
- In the scoring criteria, there is a section around participation by Small Business Enterprise. Based on the information provided on the website (discover.pbc.gov), Nielsen would not qualify because we are not domiciled in Palm Beach County, and we are not considered a small business. As a result, we would effectively be at a 10 point disadvantage in the scoring criteria. Are there any participants in this RFP who actually meet this criteria? We just want to ensure that we are on-par with others being considered for this potential partnership.
 - The SBE criteria would be awarded 0 or 10 points based on being a registered SBE with Palm Beach County, FL. We cannot determine if any submissions with originate from a Palm Beach County based business until all submissions are received by the RFP deadline.
- Is the response metric tracked by origin market/country?

- Depending on the metric, we have different levels of geographic granularity available. For example, website metrics in GA4 we can look at the country, region, and city level. Looking to ad platforms, each is slightly different but can typically go from very broad (country), to narrow (DMA, city, zip).
- Is there any demography being tracked associated with site visits?
 - For all website traffic we have the standard demographic information that is available in GA4 including geography (county, region, city), as well as assumed gender, interests, age, and language spoken. For known users (those that have provided their email address to us) we have far more information on them through information they have provided, how they engage with our website, and through data partnerships that enrich their profile with additional demographic, psychographic, and behavioral attributes.
- Is there any audience data (tourist/leisure, professional, etc.) tracked with site visits?
 - Audience data for all website traffic is limited to the standard “interests” that are available in GA4. For known users (those that have provided their email address to us) we have far more information on them through information they have provided, how they engage with our website, and through data partnerships that enrich their profile with additional demographic, psychographic, and behavioral attributes.
- Is “conversion” (referenced on page 5) a site visit or something else?
 - Ultimately a “conversion” is someone visiting the destination. As this direct chain of attribution from ad served to visit is currently impossible for us to understand, we look to website engagement as the primary KPI for paid digital media. A user is considered “engaged” on our website if they view two or more pages, spend over 1 minute consuming content, sign up for our newsletter or visitor’s guide, engage with our AI chatbot, or click a referral link to a partner website.
- What data is available for promotion done by partner businesses?
 - We do not have data for marketing or promotion done by partner businesses including hotels, attractions, restaurants, etc.
- Are you looking for the additional development of primary research (referenced on page 15)?
 - We are open to any recommendations or methodologies that would involve additional research.
- With reference to report cadence, there is a reference to “monthly” reporting. At what cadence is your organization looking for results to be delivered? (Annual/Bi-Annual/Quarterly/etc.)
 - We are looking for your recommended methodology for how often the model needs to deliver results.
- What is the intention with the ability to “independently modify the underlying model” (referenced on page 16)? Do you want the ability to run develop models on your own or simply have visibility into the underlying model generated by?
 - We understand that this kind of project is an ongoing initiative and would like to have some options on how this model would be refreshed, would that be through a continued partnership and/or a working model in which we can update independently.
- **Measuring ROI:** How do you plan to measure ROI for the program? Will the focus be on assessing the overall impact on tourism revenue for PBC, or will you be considering other metrics to evaluate ROI?
 - We are open to determining the most appropriate ROI metric. ROI may focus on the increase of tourism revenue and other metrics including occupancy, may focus on driving marketing metrics around engagement, impressions or other, or a combination of both.
- **Sample Data:** Would you be able to provide any samples of the data you currently have? This will help us evaluate the formats available to our team.
 - The data we have available includes: website data and analytics, marketing data and analytics going back 2+ years, past hotel performance including occupancy and revenue, brand tracking research, visitor sentiment and resident sentiment.

- **Contract Requirements and Termination for Convenience Clause:** Our legal team reviewed the RFP and didn't see any specific contract length requirements. However, I recall you mentioning that DTPB is limited to 1-year contracts. Could you clarify that for us?
 - We are flexible on contract terms based on the scope of the project and the recommended renewal period, all of which may be discussed upon the awarding of the contracted services.
- Also, we noticed the inclusion of a termination for convenience clause with 60 days' notice. Could you also clarify if there is there any flexibility around this clause before we submit our response?
 - This is a standard clause required by Palm Beach County, predicated on the conditions of our contract with the county surrounding the availability of funding sources. This clause would not impact work already done as of the 60-day notice and would be based on the cancellation of work not yet completed.
- **Financial Information:** As a private company, we typically cannot share our financial statements. Could you let us know what specific information has been requested in the past so we can determine what we're able to provide?
 - We need confirmation that you are financially solvent and have the ability to do business in the state of Florida. Typically, we receive a combination of Dun and Bradstreet (or other credit report), a letter of good standing from their largest creditor, and the most recent independent auditors report (without the financial statements).
- Have you previously done any MMM work/how have you optimized your budget in the past? If so, can you share any information regarding approach?
 - We have not previously completed any MMM work. We currently review budget optimizations based on the impact on marketing metrics including target impressions, engagement and website traffic, as well as business needs and market conditions.
- To what extent do you want to model/understand/report impacts of non-paid media effects?
 - We want to fully understand the impacts of all levels of the marketing funnel, including paid media, public relations earned media, social media organic and paid engagement, event sponsorship and support, sales events including client events and tradeshow.
- What technology/systems do you want to deploy the model in? The dashboard?
 - We want to fully understand the impacts of all levels of the marketing funnel, including paid media, public relations earned media, social media organic and paid engagement, event sponsorship and support, sales events including client events and tradeshow.
- How often do you want the model re-trained/validated? Do you have an MLOps team to monitor?
 - We are looking for recommendations on how often we should refresh based on our business needs.
- Who owns generating quarterly/monthly reports from the model?
 - We would ideally have the ability to generate reports internally, but are looking for recommendations from the vendor based on your business model and our business needs.
- Is pilot testing outside of target timeline of 3-6 months?
 - We are looking for recommendations on your methodology and timeline, we are flexible but looking for tangible progress within 3-6 months.
- What is the geographical distribution of your marketing activities across your primary target markets?

- Our marketing is primarily focused on the following geographic DMAs: New York, Washington DC, Philadelphia, Chicago, Boston, Miami/Ft. Lauderdale, Orlando, Tampa, Dallas, Houston, Toronto, Montreal, London, Germany, Brazil, Colombia, and other targeted marketing efforts based on airlift into the destination, such as Los Angeles, Minneapolis, Nashville, etc.
- What is the planned socialization of the findings and recommendations across the various stakeholder groups? Will you be looking for assistance in this from the selected partner beyond the provision of training materials and, if so, to what extent?
 - We will be socializing findings internally and to our Discover The Palm Beaches Board of Directors, as well as the Tourist Development Council Board of Directors. We may ask the vendor to accompany us to 1-3 presentations to share details about the process and/or findings.
- SBE involvement – are there current SBE providers for DTPB that we can engage for delivery of this work to meet the 15% goal?
 - The SBE criteria would be awarded 0 or 10 points based on being a registered SBE with Palm Beach County, FL. We cannot comment on additional partners you may engage to meet this requirement.
- What is your considered budget for this project? Work of this type has typically come to \$200,000 in fee.
 - We are looking for recommendations on budget based on our business needs and your approach and methodology to the project.
- What marketing data for DTPB do you have access to and for what time periods?
 - The data we have available includes: website data and analytics, marketing data and analytics going back 2+ years, past hotel performance including occupancy and revenue, brand tracking research, visitor sentiment and resident sentiment.
- Do you have estimates of marketing spend by channel for hotels in the area?
 - We do not have insights into the marketing budgets and plans for hotels in the area.
- How many years of data do you have and at what level of granularity?
 - 2+ years. Many of these data points can be drilled down to geolocation, demographics, psychographics and travel motivators
- Were there any periods of suppressed advertising?
 - Advertising was suppressed in Spring of 2020 but quickly turned back on and slowly ramped up.
- Where does the data live?
 - Internal dashboards, as well as documents including PDFs, powerpoints and excel charts.
- How often is it refreshed?
 - We currently do not have a MMM model to refresh. We review our marketing spend by channel on a weekly, monthly and seasonal basis and adjust/optimize as needed.
- Are there any gaps in the data?
 - There are limited to no gaps in the data over the past 2 years.
- What specific metrics are you using to measure outcomes of interest? E.g.,
 - Hotel and alternative lodging performance
 - occupancy, ADR and RevPar, room nights sold and revenue
 - Bed tax collections
 - total collections YOY
 - Visitation

- total visitation and visitation by market
 - Spending
 - visitor spending data sector and market
 - Brand and campaign performance
 - visitor sentiment, brand awareness, desirability, likelihood to visit, ad recall/exposure
 - Website and digital marketing metrics
 - impressions, engagement, CTR
- Do you have a north star KPI for which you do have data? (Given no direct sales data)
 - Our marketing has placed a focus on quality of audience based on engagement, over quantity of impressions our marketing is driving. We are seeking for the this model to help validate if this is the most appropriate KPI and/or if there are others that we should be using to analyze our business. We are not set on a specific KPI and are open to analyzing the most appropriate KPI for our business.
- Does your spend/impressions/reach/frequency data have any geographical level of detail? Does your north star KPI?
 - Our efforts are focused by geographic markets and we would like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- Estimate of the number of data sources available to DTPB?
 - The data we have available includes: website data and analytics, marketing data and analytics going back 2+ years, past hotel performance including occupancy and revenue, brand tracking research, visitor sentiment and resident sentiment.
- Who owns data gathering?
 - Our internal marketing and sales teams, as well as business analytics will assist with the gathering of data, as well as certain third-party paid media partnerships.
- Which teams or data professionals can you point us to for compiling each of the requisite data resources?
 - Our internal marketing and sales teams, as well as business analytics will assist with the gathering of data, as well as certain third-party paid media partnerships.
- What existing workflows and tools does DTPB's marketing team use and how, (especially related to media planning and execution)?
 - We use budgeting and forecasting to plan and execute our marketing, as well as digital dashboards to gather digital data and excel dashboards to gather impression metrics for key sales and marketing efforts.
- What has been the main catalyst or driver for this RFP/RFI brief?
 - We want to fully understand the impacts of all levels of the marketing funnel, including paid media, public relations earned media, social media organic and paid engagement, event sponsorship and support, sales events including client events and tradeshow. Our marketing has placed a focus on quality of audience based on engagement, over quantity of impressions our marketing is driving. We are seeking for the this model to help validate if this is the most appropriate KPI and/or if there are others that we should be using to analyze our business. We are not set on a specific KPI and are open to analyzing the most appropriate KPI for our business. We would also like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- What are the top 3 things you'd like to achieve through this project? What are the top 3 things you are looking for in a partner for this project?
 - 1) Impact of our marketing and sales efforts at all levels of the organization.
 - 2) Key KPIs for our organization.

- 3) Optimal mix of geotargets, demographic and psychographic targets.
- Have you worked with other vendors on marketing measurement or done any work already internally? If so, what types of measurement (MMM, MTA), and what were the successes and frustrations? If not, how is credit currently attributed to the various marketing channels and levers?
 - We have not previously completed any MMM work. Our marketing channels are measured by impressions based on business needs, engagement metrics for digital tactics, and overall drive in hotel occupancy, ADR and RevPar as a result of our collective efforts.
- In reference to the marketing budget, the brief talks about “22% on sales activities” – please can you provide a description of the main activities this includes. It is those listed on 14-15 of the Business Plan? Do you have any data representing those activities? Yes
- Who would you say are the other key brands that are using marketing to drive visitors to The Palm Beaches? And which of those do you partner with?
 - There are many key partners driving visitors to The Palm Beaches including hotel partners and partner agencies through the tourist development council. These budgets and results would not be included in the MMM as we do not have access to this data.
- How is media & marketing budget setting currently done? How does this feed into the business planning? Is media planned by geography and/or audience or anything else?
 - We currently review budget optimizations based on the impact on marketing metrics including target impressions, engagement and website traffic, as well as business needs and market conditions. Our efforts are focused by geographic markets and we would like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- Would you be able to give us definitions, details or descriptions for these KPIs:
 - Hotel and alternative lodging performance
 - occupancy, ADR and RevPar, room nights sold and revenue
 - Bed tax collections
 - total collections YOY
 - Visitation
 - total visitation and visitation by market
 - Spending
 - visitor spending data sector and market
- Can you confirm if you have access to these data sets and what granularity within the data? For example:
 - What periodicity are the data sets (weekly, monthly, etc.)
 - this varies by data set, some are as periodic as daily, typically most are weekly, monthly and quarterly
 - Are any of the KPIs available by geographic source? (E.g. number of visitors or bed tax from New York, Boston, ... etc.)
 - we track number of visitors by geographic region
- The brief talks about “...marketing efforts across both leisure marketing and sales audiences.” Do you have any audience segments or data by different audience types?
 - For leisure, we segment based on geographic as well as psychographic interests. For sales, we segment based on industry and group type.
- The Tourism Business Plan refers to audience segment information – how often is the data collected / survey ran?

- A brand tracking study is launched post Winter and Summer campaigns (twice per year). The study has been ongoing since 2017. The sample is determined by both domestic and international DMAs with significant investment over the campaign. The sample is weighted by DMA investment level. Each survey has 1,500 or so respondents. Core questions that are asked are Destination Awareness, Brand Awareness, Destination Familiarity, Desirability to Visit, Past Visitation, Intent to Visit in Next 12 Months, Advertising Recall. These are asked of The Palm Beaches and key Florida competitors. We also ask demographic questions including Age, Income, HH Composition, Race, Ethnicity, Gender, Sexual Identity, Disabilities within HH, Travel preference from accommodation types, vacation types, travel party compositions, travel motivators and key destination attributes.
- Noting that the number and complexity of models (e.g. national vs. regional) is a key driver of scope / effort / fees, what are the most important KPIs that you are interested in assessing DTPB's marketing investment against?
 - Our marketing has placed a focus on quality of audience based on engagement, over quantity of impressions our marketing is driving. We are seeking for the this model to help validate if this is the most appropriate KPI and/or if there are others that we should be using to analyze our business. We are not set on a specific KPI and are open to analyzing the most appropriate KPI for our business.
- How is your data currently organized and are you able to share any further details on data availability and quality?
 - Data is organized in a number of ways predominantly through dashboards, as well as other reporting tools such as spreadsheets, presentations and documents.
- There are 9 markets listed in the target geographies - Will the team be looking to get information on ROI/Marketing Mix at a market level for each geography, or overall?
 - Yes, our efforts are focused by geographic markets and we would like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- Two of the markets have submarkets (Drive Markets and International Markets) – will each of these submarkets require robust representation in the model?
 - We have domestic markets and international markets, and within these markets, we target each at different time periods. We would like to determine the optimal mix of geo targets as well as other demographic and psychographic targets.
- Is there any existing data that provides insights at a market-level?
 - We have many different KPIs, including website traffic, that are available by geographic areas
- What is the level of granularity provided for this data? For example, is Spending broken out by type of tourist/origin of tourist, etc.
 - Each data set has varying levels of granularity depending on the data type and origin.
- What's the frequency of the data you have access to? i.e. how often do we have data points for each piece of information (monthly, annual, etc)
 - This varies by data set.
- What time period(s) do you have the data for? i.e. how many years worth of data
 - The data we have available includes: website data and analytics, marketing data and analytics going back 2+ years, past hotel performance including occupancy and revenue, brand tracking research, visitor sentiment and resident sentiment.
- What format does the data come in? i.e. if the data comes in PDF format, it's not as easy to work with
 - Data is organized in a number of ways predominantly through dashboards, as well as other reporting tools such as spreadsheets, presentations and documents. We are in the process of centralizing all organization data into a data warehouse in a cloud environment.

- What is the goal for the annual \$10MM traditional and digital media investments?
 - We measure key KPIs such as impressions and engagement, as well as visitation metrics including weekly Occupancy, ADR and RevPar and quarterly visitation from geotargeted market segments as they align with our media buys and marketing efforts.
- Is it correct to assume the goal is to drive traffic to DTPB landing pages (.com, Facebook, Twitter, Instagram, YouTube, ...) Please elaborate so we can support your goals in our response. Will you share the conversion and engagement metrics that are important to DTPB? Assuming something like Clicks, Site visits, Form fills.
 - Website engagement as the primary KPI of paid digital media. A user is considered “engaged” on our website if they view two or more pages, spend over 1 minute consuming content, sign up for our newsletter or visitor’s guide, engage with our AI chatbot, or click a referral link to a partner website.
- Will you share what an average (example 'Clicks' # per day, week, month, year)?
 - In 2024 we served over nearly 400 million digital impressions that generated over 5 million clicks as well as 500 million impressions of boosted content on social media. Our collective marketing efforts drove 7.9M website users and 4.6M engaged website sessions. Our traffic is higher during our peak season, as is our paid media budgets, from November-April.
- Please define a typical "Campaign" -- how many campaigns are run annually (or some other appropriate time frame Q1, Summer, ...)?
 - We run always on-brand campaigns for leisure travel and groups travel, segmented by fly markets in the winter/spring and drive markets in the summer/fall. We also run international campaigns year round. We have additional campaigns such as our residents campaign, sustainability campaign, accessibility and then partner co-ops throughout the year. On a granular level, we run about 150 separate campaigns in digital ad platforms per year.
- how long (duration) days, weeks, months, ... are typical campaign duration.
 - We have an always-on approach to leisure campaigns, the largest share of our marketing budget, with smaller niche campaigns flighted based on the goals of that particular campaign.
- Will you provide what % of \$10MM annual media budget is allocated across your various media channels (e.g., digital, TV, print, out-of-home, social media)? Will you also provide % across media channel publishers/channel partners (Google, Meta, Snap, YouTube, Twitter, ...)

Total Sales & Marketing Budget:

Expense Type	Marketing Spend By Activity	
Trade Show Participation	\$	1,229,597
Destination Reviews	\$	884,732
Sales Missions / Media Missions	\$	374,471
Sales Industry Partnerships	\$	867,054
Event Hosting	\$	949,207
Brand Marketing	\$	8,119,063
Contracted Marketing Services	\$	1,415,620
Tourism Sponsorships / Grants	\$	679,057
Digital Marketing/Website	\$	4,804,563
Printed Collateral/Misc	\$	261,581
Research	\$	214,663
Total Marketing/Sales Spend	\$	19,799,608

Marketing Budget Breakdown by Tactic:

Traditional Media	\$	4,088,000	Brand
Production	\$	703,000	Brand
Insertion Costs	\$	264,000	Brand
Agency Fees - Zimmerman	\$	952,000	Brand
Groups and Meetings	\$	519,000	Brand
Co-Op	\$	1,044,000	Brand
Airlift	\$	220,000	Brand
Partnerships	\$	329,000	Brand
Agency Fees - Transparent, PCMA, ASAE, Rep Firms	\$	1,637,000	
Rep Firm Agency Expenses	\$	235,500	
Local Tourism Grant Programs	\$	672,000	
Targeted Display	\$	1,160,000	Digital
Paid Social	\$	1,275,000	Digital
Audio	\$	366,000	Digital
Influencers/Content	\$	231,000	Digital
Social - Boosting	\$	521,000	Digital
SEM	\$	571,000	Digital
Video	\$	393,000	Digital
Native	\$	288,000	Digital
TOTAL Brand/Digital Marketing	\$	15,468,500.00	