

SOW

Foreign Agricultural Service, Kyiv, Ukraine Marketing Strategy and Brand Development

The Foreign Agricultural Service of the United States Department of Agriculture in Ukraine (FAS Kyiv) is looking to retain the services of a qualified consulting firm to develop and assist in the implementation of a marketing strategy focused on increasing the awareness of and demand for U.S. food and agricultural products in Ukraine. The strategy will create a higher profile for U.S. food and agricultural products, positioning them as healthy, tasty, trendy and sustainable products.

The Request for Quotation (RFQ) will convey our goals for this strategy and brand development. It includes a background section about our organization. The ideal and preferred Firm would bring its own ideas and vision based on industry expertise and technical capabilities, guiding us to incorporate our goals and content within that vision. We understand that details may be subject to change upon the selected Firm's recommendation and/or research of more optimal solutions. In your proposal, please feel free to suggest alternative strategies and/or approaches as you see appropriate.

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1. Background:

FAS Kyiv, located at the U.S. Embassy in Kyiv, Ukraine, represents the interests of the U.S. Department of Agriculture (USDA). FAS Kyiv oversees USDA's activities in Ukraine including market development, trade agreements and negotiations, and the collection and analysis of statistics and market information. These responsibilities are principally accomplished via reporting on commodity and trade developments, coordinating policy issues with host government officials and promoting the sale of U.S. food, agricultural, forestry and fishery products.

FAS Kyiv also partners with more than 70 non-profit U.S. trade associations, called "Cooperators," that represent producers of a variety of food and agricultural products — for example, U.S. meat, Alaska Seafood, California wine, Washington Apples, etc. Cooperators work with local, Ukrainian importers, and as part of their mission to promote U.S. food and agricultural products around the world, offer exporter assistance, sponsor trade missions and identify international market opportunities. In addition to these-product group Cooperators, FAS Kyiv partners with four State Regional Trade Group (SRTG) that cover different parts of the United States and are based on geographic coverage.

Since Ukraine is a major agricultural producer, there are many agricultural products and/or foods that are produced in Ukraine that are in competition with U.S. products. Despite Ukraine's strong agricultural sector, Ukraine's imports of food and agricultural products have been increasing – creating opportunities for U.S. exports. Historically, Ukraine has imported a lot of food and agricultural products from Europe. Moreover, Ukrainian consumer have a strong preference for European products.

Due to the factors mentioned above, and some apprehension on the part of U.S. exporters toward an unknown market, U.S. exports to Ukraine have been largely insignificant. Most of those exports consisted of: fish and seafood, seeds, and meat products. However, U.S. exporter interest in the Ukrainian market has been growing.

Prior to 2018, FAS Kyiv did very little to promote U.S. exports beyond the few products mentioned above. However, in the last two years, FAS Kyiv recognized the opportunity for U.S. exports to the Ukrainian market. As a result, the office organized several new events over the last couple years, including:

- An American Culinary Week with a U.S & Ukrainian chef cook-off;
- A California wine tasting for industry representatives; and
- A US foods booth at the 2019 L'viv Jazz Festival.

FAS Kyiv has not had its own brand/logo, nor does the office have a website and/or social media presences. Where possible FAS Kyiv utilized the FAS Europe logo and website to promote events. FAS Kyiv has also utilized the U.S. Embassy Kyiv website and social media to augment activities.

There were lessons learned for future events, but the efforts have been successful because they have generated an increased interest in U.S. foods and interest in the Ukrainian market among U.S. exporters. But there is much room for improvement. Recognizing this, FAS Kyiv commissioned two market studies in 2020 and the launch of the website and this brand development/marketing strategy.

GreatAmericanFoods is a brand identity currently under development by FAS Kyiv to encourage cooperative promotion of U.S. food and agricultural products with the aforementioned alliance of U.S. trade associations promoting U.S. food and beverages in Ukraine. The selected contractor will assist FAS Kyiv in the development of the *GreatAmericanFoods* brand (including graphic design of a logo) and a marketing strategy targeting the next three to five years, to create promotional synergies and efficiencies in the Ukrainian marketplace. Our primary goal is to communicate to the Ukrainian trade, media and/or consumers about the qualities of U.S. food and agricultural products as healthy (fresh and safe), tasty, and trendy.

FAS Kyiv is also currently contracting for the development of a new website: *GreatAmericanFoods* (both .com and .ua). Through this website development initiative FAS Kyiv strives to build the *GreatAmericanFoods* website in English and Ukrainian/Russian to provide a centralized repository of information on U.S. foods and agricultural products, their seasonality in the Ukrainian market and recipe ideas. Coordination of this strategy and the website with aforementioned U.S. Cooperator groups and SRTGs will be important. The site also should provide information on various *GreatAmericanFoods* activities taking place across Ukraine. The *GreatAmericanFoods* website should link to the websites of the U.S. trade associations that engage in marketing activities in Ukraine, thereby driving traffic to related trade association (Cooperator) content. Please check the attached list of U.S. Cooperators, SRTGs, etc. that are active in Ukraine.

As the FAS Kyiv website is currently under development, the contractor selected for the marketing strategy/branding may be asked to coordinate the final brand name, logo, and messaging with the contractor of the *GreatAmericanFoods* website.

2. Project Goals:

The Foreign Agricultural Service of the United States Embassy in Kyiv, Ukraine (FAS Kyiv) has recently approved the creation of a marketing strategy and branding program for the *GreatAmericanFoods* campaign to support one of its strategic pillars – promotion of American food products and beverages in Ukrainian market.

Through this *GreatAmericanFoods branding campaign (with a graphic logo) and a marketing strategy that targets the next three to five years*, FAS Kyiv aims to increase consumer and trade awareness of U.S. products in Ukraine by:

- Increase awareness of U.S. food and agricultural products and their characteristics as healthy, tasty, trendy and sustainable products.
- Organize and host U.S. food and agriculture events in Ukraine that maximizes awareness of U.S. products and their attributes.
- Increasing cooperative activities with other U.S. product promotional efforts – such as those initiated by U.S. Cooperators, SRTGs, etc..
- Combat negative image of U.S. food products.

This branding campaign and marketing strategy should be directed toward various Ukrainian sectors with emphasis on the following groups:

- Ukrainian importers of food products;
- Restaurateurs, chefs, hotel managers, retail chain buyers (purchasing department staff);
- Advanced consumers, food enthusiasts and food bloggers; and
- General public willing to find out more about U.S. food production or cooking methods.

The brand campaign and marketing strategy will focus on U.S. food products as wholesome, tasty, safe to eat – produced according to the world’s highest standards, and affordable, considering price/quality ratio. It will battle the image of U.S. food products as unhealthy, fast-food oriented, fat, reach on cholesterol, expensive, cheap, low-quality, chemically altered, etc. The strategy and brand should work in tandem with the development of the *GreatAmericanFoods* website which will provide in-depth information related to American food production, processing, imports and cooking methods. In addition to product information, the end consumers will be offered video cooking classes and recipes. The website will feature multiple YouTube videos from FAS/Kyiv cooking classes/presentations. A limited number of videos will be prepared as a part of website development project.

3. Procurement Method:

A successful Firm will enter into a **Firm-Fixed Price** contract with FAS Kyiv and is expected to successfully meet the deliverables stated in the SOW within the budget submitted in the proposal.

4. Period of Performance:

The selected Firm is expected to deliver the completed branding campaign with a graphic logo and a marketing strategy no later than (NLT) 4 months/16 weeks after the awarding of the contract.

Ideally, the launch of the branding campaign and marketing strategy will coordinate with the launching of the new FAS Kyiv website. This will enable FAS Kyiv to implement a strategic and comprehensive marketing campaign to promote the new brand and website online and offline. In addition, please see the attached timeline requirements.

At the outset of the project, the selected Firm should meet with FAS Kyiv staff to set the vision, goals and expectations. After that meeting, the selected Firm is expected to openly communicate with FAS Kyiv as it works through each of the steps. A written update on the status of the project should be delivered to FAS Kyiv every two weeks. Specific task deadlines are as follows:

Period of Performance Begins	
Initial Strategy Meeting between Firm and FAS Kyiv	NLT 2 weeks after award
Presentation of Brand graphic logo – 3 options for FAS Kyiv selection	NLT 1 month after award
Presentation of General Marketing Incorporating selected brand	NLT 2 months after award
Provide detailed draft marketing campaign	NLT 3 months after award
Provide Finalized marketing campaign	NLT 14 weeks after award
Project Completion Review	NLT 15 weeks after award
Project Closure/Archives Complete	NLT 16 weeks after award

Each stage of the project will require approval from FAS Kyiv before moving to the next stage.

By the end of September:

Initial Strategy Meeting between Firm and FAS Kyiv
Presentation of Brand graphic logo – 3 options for FAS Kyiv selection

By end of October:

Presentation of General Marketing Incorporating selected brand

By the end of November:

Provide detailed draft marketing campaign
Provide Finalized marketing campaign

By the end of December:

Project Completion Review

5. Place of Performance:

The selected Firm will perform a majority of the work at its own facility. The Firm will be required to meet at FAS Kyiv facility on occasion. All project reviews will be held at FAS Kyiv's facility and attended by the Firm. FAS Kyiv will provide and arrange for meeting spaces within its facility for all required Firm meetings. Once the project reaches the training phase, all training will be conducted at FAS Kyiv's facility.

6. SOW:

FAS Kyiv secured funding to develop and implement a marketing strategy and a branding campaign with graphic logo for *GreatAmericanFoods* – the promotion of U.S. food and agricultural products in the Ukrainian market. The strategy will focus on creating a higher profile for U.S. foods and agricultural products in Ukraine over the next three to five years. This will include, positioning them as healthy, tasty, trendy and sustainable products. The Firm will work with the image of U.S. food and agricultural products in general, but also a specific list of priority products that have been identified as having the greatest potential in the Ukrainian market.

The Firm will:

- Develop a graphic logo and branding program centered on FAS Kyiv's *GreatAmericanFoods*;
- *Develop a strategy which improves industry and consumer awareness and appreciation of U.S. foods in general and specific identified products.*
- *Proposed strategy must operate within FAS Kyiv's programmatic, budgetary and mission requirements which will be provided to the Firm upon selection.*
- Target identified sectors to concentrate market development opportunities;
- Outline competitive and comparative advantages of U.S. foods and agricultural products vis-à-vis primary competitors;
- Develop specific marketing campaigns for identified key products;
- Create a strategic calendar of events, including missions and trade shows;
and
- Make recommendations for media and advertising tactics, which may include social media and other methods.

A. Project Management:

The Firm is expected to manage all operational aspects for this branding campaign/marketing strategy. The management team is expected to report to FAS Kyiv on the progress of the project and successful completion of the major milestones. (See required timeline).

The selected Firm must provide creative briefs before each campaign or individual project outlining the goal(s), objectives, audience, strategies, budget and measurement. The selected Firm must demonstrate the ability to strategically plan, integrate, manage and execute an assortment of marketing projects. New and emerging technology opportunities are consistently being introduced and the selected Firm must be able to identify, evaluate, recommend, develop and execute, and/or manage the execution of these opportunities.

It should be noted that strategic plans, creative strategies and other strategic input will in large part be developed in conjunction with FAS Kyiv and an understanding of programs available through USDA support and/or Cooperator programming. In addition, the Firm should be able to recommend strategies to expand the impact of marketing campaigns allowing for the broadest possible exposure to the target audience within the available budget.

B. Brand Development:

Concept development, including quality graphic design, for *GreatAmericanFoods*. Contractor will provide three to four options for FAS Kyiv to consider and select final design for *GreatAmericanFoods* logo.

C. Copywriting English and Ukrainian

The Firm is expected to work in collaboration with FAS Kyiv to provide copywriting services for content to be included in English, Ukrainian and/or Russian – as determined by the team.

D. Information and Visual Design:

Once the final graphic logo has been selected by FAS Kyiv, the Firm should provide a final visual design of the logo, including color theme, typography, space and page layout. In collaboration with FAS Kyiv, the Firm is expected to use pictures/videos that FAS Kyiv and/or U.S. cooperators and companies have copyright to use.

E. Website, Social Media Integration/Optimization (SMO):

In collaboration with FAS Kyiv and the selected to complete the FAS Kyiv website, the Firm should include utilization of the website and social media in order to maximize the impact of the *GreatAmericanFoods* branding and marketing strategy.

****NOTE:** See Attachments for Additional Information

7. Selection Criteria:

A winning proposal will demonstrate the ability to present a compelling and creative vision for a marketing strategy and brand development (including logo) for *GreatAmericanFoods*. Specifically, the proposal shall include the following items:

EXECUTIVE SUMMARY: Should be limited to two pages and should include a statement of:

- The Firm's understanding of the scope of work to be accomplished,
- The Firm's proposal to accomplish and perform these services,
- Description of the Firm's strategic process on how they might best market U.S. food and agricultural products, and
- Description of the Firm's process and staffing capacity to serve both the needs of this project.

BACKGROUND, QUALIFICATIONS & RELEVANT EXPERIENCE:

Demonstrated experience in creating comprehensive marketing strategy and branding programs, preferably experience in the food/beverage and/or agricultural sector. (HORICA, etc). Ideally, the provided examples of the Firm's creative work will cover an integration of communication efforts across a spectrum of disciplines and consumer touch points. Summaries/case studies of at least two examples of the Firm's prior work in creating a comprehensive strategic marketing program and brand development. Provide reference contact information so that FAS Kyiv can speak directly with the sited previous clients.

STRATEGIC PLANNING:

Provide an outline of the approach to the management of the project and when milestones will be met from start to finish, including all the elements in the SOW.

Identification of a team and leader responsible for the project.

All submissions should include:

- A discussion of the firm's approach to facilitating the development of a comprehensive strategic marketing plan and brand development. Include a discussion of the timeline and steps that will be followed to ensure participation by, and buy-in from, key stakeholders, to include Ukrainian HoRCA and food retail sectors.

- Presented plan will address how various marketing resources can complement/leverage each other. Describe the approach to integrate channels in order to improve the customer experience while maintaining brand consistency. Describe how the Firm has aligned an interactive strategy with other traditional offline channels. It is expected that the overall plan will include analysis and recommendations for website/social media/digital marketing, traditional publication marketing; outreach through sales missions, trade shows, familiarization trips and related activities; and any other non-traditional marketing strategies that might be appropriate.
- Understanding of the existing assets and attractions that can be highlighted in promoting U.S. foods and agricultural products in the Ukrainian market.
- Breakdown of costs for the project, including a clear description of services included in the core fee as opposed to optional elements which can be added to the scope of work with mutual consent of FAS Kyiv.

CREATIVE

- Create messaging to drive interaction and build excitement through sharing relevant content and providing opportunities to interact with the programs/services. Strategic research and plan development for various program/s/services.
- Create coordinated campaigns (print, digital, online, email) to include written plan, including objectives, audience description, strategies, tactics and budgets.
- Creative strategy and design (collaterals, reports, advertising and visual display, broadcast or social media materials).
- Concept development, including quality graphic design.
- Develop original copy (text), copywriting and editing.
- Media planning & buying: Media negotiations, client meetings, phone calls, and correspondence related to specific media plans.

DIGITAL/MEDIA

- Briefly outline your agency's overall media capabilities (traditional and non-traditional), e.g., media data/intelligence resources, implementation, monitoring, evaluation.
- Detail the Firm's approach for identifying key or target markets/audiences and the process for determining the appropriate way to reach those audiences.
- List all syndicated media/market research to which you subscribe as well as any proprietary research tools that aid you in your planning processes.

- Develop a concrete social media strategy using tools like: Facebook, Twitter, LinkedIn and Instagram, Website.
- Develop and pitch storylines and press releases, fact sheets and industry highlights to the media; coordinate media interviews & press conferences.
- Support communication efforts (i.e. blog posts, monthly eNewsletters, etc.) as needed.
- Develop and maintain targeted media lists (local, trade (food and agriculture), national).
- Strengthen relationship with community partners.
- Propose and develop database of users and providers for the public relations campaign.

PUBLIC RELATIONS

- Describe your approach in utilizing PR to draw attention to U.S. food and agricultural products to expand the Ukrainian market.
- Describe the Firm's in-house division to handle non-traditional programs, if any, to include media relations and public relations.
- Build messaging that can be used in various channels including earned media, social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and educate on key actions, and drive traffic to the website.
- Propose and develop database of users and providers for the public relations campaign.

8. Other Requirements:

All documents, data, products, graphics, computer programs, and reports prepared by the Firm pursuant to this Contract shall be considered property of FAS Kyiv upon payment for the completed project. FAS Kyiv shall from that point forward have the right to utilize and/or manipulate such documents, data, products, graphics, computer programs, and reports in a manner that FAS Kyiv determines.

(END OF SOW)

Addendum I to

**Request for Proposal
Marketing Strategy and Brand Development**

Entity	Presence and Activities
Alaska Seafood Marketing Institute	Active; Representative office with regional coverage
U.S. Meat Export Federation	Active; Representative office with regional coverage
USA Poultry and Egg Export Council	Representative office with regional coverage
Almond Board of California	Active; No representation
American Pistachio Growers	Active; No representation
Blue Diamond Growers	Active; No representation
Brewers Association	Active; No representation
Food Export Northeast	Active; No representation
Oregon Wine Board	Active; No representation
National Pecan Growers Council	Active; No representation
North Carolina Department of Agriculture and Consumer Services	Active; No representation
Northeastern U.S. Trade Association	Active, No representation
Southern U.S. Trade Association	Active; No representation
U.S. Cranberry Marketing Committee	Active; No representation
USA Rice Federation	Active; No representation
Washington State Wines	Active; No representation
Wine Institute	Active; No representation
Western U.S. Agricultural Trade Association	Active; No representation
Distilled Spirits Council of the United States (DSCUS)	Active, No representation

The American Seed Trade Association (ASTA)	Active, No representation
National Association of Animal Breeders	Active, No representation

FAS Cooperators and Implementing Partners Active in Ukraine