

BID 04/17 – Travel Management Services for the General Secretariat of the Organization of American States.

QUESTIONS & ANSWERS No. 1

- 1. Would the OAS consider a 2 or 3 year travel services agreement with the traditional 90 day termination?**

Considering that the GS/OAS has 1 year budgets, we can only commit to 1 year. However, bidders may include that comment to be considered at the moment of negotiating the contract if such change will have significant impact(s)

- 2. What are your reasons for issuing the TMC RFP at this time?**

The current term of the previous RFP process is coming to an end.

- 3. What are the OAS's top 5 travel goals for 2017?**

- Reduce costs and create efficiencies
- Travel Policy compliance
- Customer Satisfaction
- Timely and effective reporting
- Quick Issues resolution

- 4. What areas does the OAS see as new opportunities to improve its travel program I 2017?**

Considering we will sign for the second half of 2017 and that we may have a new TMC, our focus will be to try to keep service disruption to a minimum and focus on customer satisfaction and policy compliance.

- 5. What are your top 3-5 challenges when it comes to managing the OAS travel program?**

1. Reduce costs and create efficiencies
2. Travel Policy compliance
3. Customer Satisfaction

- 6. Is woman ownership an important criteria in the selection process?**

Gender, equality, diversity, minorities and other similar items are very important topics for the GS/OAS.

- 7. If OAS is currently using an online booking tool (OBT) what tool is it using?**

OAS is currently not using a OBT. But bidders need to include at least one option to be included and to be implemented during the execution of the contract.

- 8. Are there different OBTs in use in different markets? N/A**

- 9. Does OAS have a direct contract with the OBT provider? N/A**

- 10. What is the online adoption rate? N/A**

11. OBSERVATION: DATE OF DELIVERY. We respectfully request you to extend the deadline for submission of the bid to March 17th as a minimum.

The above, taking into account the scheduled date for OAS to give answer to our questions is Sunday, March 12, 2017 a non-working day.

In our request, please take into account that the time is very short between Sunday, March 12, when you will give answers and the date of delivery, March 14.

Considering the complications related to the submission of physical documents as presented in this case, the GS/OAS will allow and consider proposals as responsive, those proposals that bidders submit at least in electronic version by 03/14/2017. However, those that submit their proposals electronically would need to ensure that their physical documents arrive as requested, no later than 03/17/2017. Failure to submit the physical documents on time may render the electronic proposal as non-responsive.

12. OBSERVATION: 7.2.3 Legal Documentation: The bylaws of our company comprise the original deed and the 39 reforms that are contained in a public deed. In this regard we are informing that we will send the Chamber of Commerce certificate and the Constitution Deed where the Company was transformed into a public stock company.

Sending all the reforms would involve sending over 2000 folios.

GS/OAS has no objections to this comment.

13. OBSERVATION: 7.2.3 Legal Documentation: Taking into account the documents requested in this section, some of them are required by local regulations and issued by official entities that endorse and certify said information, so we appreciate if they are evaluated in the local language, such as: Certificate of Incorporation (Certificate of Existence and Legal Representation), Bylaws, licenses to operate as Travel Agency and Copy of balance sheets.

YES

14. OBSERVATION: 7. PROPOSAL SUBMISSION: "7.1.1 Proposals shall be submitted in three (3) sealed envelopes. The first envelope will contain the Technical Proposal; the second envelope will contain the Price Proposal; and the third envelope shall contain the legal documentation required in Section 7.1.2. The Proposals shall be submitted in hard copy: one (1) original and eight (8) copies. The sealed envelope containing Bidder's Proposal shall be labeled. "

According to the two numerals please inform us if the number of envelopes is 8 or 9; Taking into account that you are requesting a first envelope with the Technical Proposal, a second one with Price Proposal and Third one with Legal Documentation, that is, are these originals included with their respective copies in each envelope?

GS/OAS is requesting a total of 8 envelopes. 1 original and 7 copies, in each of the envelopes each company has to include as required in the RFP.

15. OBSERVATION: 7. PROPOSAL SUBMISSION: "Additionally, the Proposals shall be submitted by electronic mail to the attention of Mr. Alex Grahammer, Director of the Department of Procurement Services (DP). Proposals sent by e-mail should be in PDF format, sent to OASBIDSubmit@oas.org, with copy to VCastro@oas.org. The electronic proposal must not exceed 15 MB in total size due to OAS e-mail restrictions. Should the electronic bid package exceed 15 MB in size, the bidder should divide the submission into two or more emails. "

Please inform us if it is possible to send the proposal via We transfer in a single shipment

This would be ok only for the electronic submission. Bidders would still need to provide the physical documents as requested in the RFP.

16. OBSERVATION: 7. PROPOSAL SUBMISSION: "7.1.5 ... The term of validity of the Proposals shall be expressly stated on the same Proposal."

Please inform us what is the validity period that needs to be stated in the proposal.

6 months minimum and possibly up to 12 months

17. OBSERVATION: 7.2 Required Documents and Formats in the Proposals. 7.2.1 Content of the Technical Proposal: b) ... "The description shall indicate what work it did, when and where it did it, and for whom it did it."

Please confirm that in order to demonstrate work experience, experience certifications will be enough, that will be attached in Appendix 4

If the experience certifications include the same exact requirement it would be ok. Otherwise we recommend answering both separately.

18. OBSERVATION: 7.2 Required Documents and Formats in the Proposals. Documents related to TMC's Personnel c) A comprehensive resume of the Operations Manager, VIP Agent, Reporting Specialist and Customer Service Specialist that the Bidders intend to use to perform the Contract. The resumes shall reflect the expertise, skills and capabilities required in Section 7 of the TORs, Appendix 2 of this RFP.

Please confirm that the CVs to be presented in the proposal are: Operations Manager, VIP Agent, Reporting Specialist and Customer Service Specialist required in Section 7

YES

19. OBSERVATION: 7.2 Required Documents and Formats in the Proposals. 7.2.2 Content of the Price Proposal: The Bidders shall submit a Price Proposal expressed in US Dollars (US \$), in numbers and in words. The Price Proposal shall comply with the instructions provided in Appendix 5 of this RFP. A Fixed Price Contract will be signed with the prospective TMC, therefore the unit prices mentioned in the Price Proposal shall include all anticipated expenses for providing travel management services,

including but not limited to, fee, taxes and other costs associated with providing the services in accordance with the TOR, Appendix 2 of this RFP.

According to this Section and to Appendix 5, let us clarify the following:

- a. In some countries there is an Administrative Fee that is mandatory, these are the fees for the issuance of air tickets, which cannot be assigned, their values are regulated by the Civil Aeronautics and according to local Resolution.

Prices are not fixed as their mandatory value is set according to a Resolution of the Civil Aeronautics for all Travel Agencies and they entail an increase according to the CPI.

- b. Travel Agencies in some countries are not authorized to return the taxes, since these amounts belong to the government

Please refer to the pricing annex of the RFP. We are requesting that all costs, fees and expenses are included in the price proposals sent by bidders. If there are special tax considerations, please include a note that explains what those considerations are.

20. OBSERVATION: 4. Relevant Experience / Past Performance. Assesses Bidder's capability, comprising three (3) elements: i) observation of the historical facts of Bidder's work experience (what work it did, when and where it did it, for whom it did it, and what methods it used); ii) qualitative judgments about breadth, depth, and relevance of that experience based on those observations; And iii) qualitative judgments about how well the Bidder performed, also based on those observations.

We appreciate to confirm if for this evaluation, certifications of experience will suffice.

If these alternative documents present the information as requested, the GS/OAS has no objections. We would prefer that bidders provide the answers for all the questions and ensure that they are presented in the format that we would need to properly conduct our evaluations.

21. OBSERVATION: 6. Work Plan. Assesses the completeness of the Proposal in order to determine technical compliance.

Please inform us what will be taken into account for this evaluation

In general terms we will consider as responsive all proposals that include all the required documentation (complete) and those that satisfy all the minimum technical requirements (technically compliant).

22. OBSERVATION: APPENDIX 1. Numeral 3. GS / OAS TRAVEL POLICY: LOWEST LOGICAL AIR FARE: "... The Dollar parameter for the application of lowest logical air fare is zero Dollars".

Please explain in detail what you are referring to in this paragraph.

Please refer to the OAS Travel Policy for details. In general terms, we should try to always apply the lowest logical fare. However, our current travel policy (included in the RFP) reads:

2.26 Comparable Options: options will be comparable as long as the total cost for alternative fares are not higher than \$200 when compared to the LLF. Alternative options, routes, stops or connecting flights will be required if savings of \$200 or more can be achieved without extending the total one way air travel time by more than four (4) hours. The GS/OAS and the designated TMC will always use caution to ensure that savings will not compromise convenience, business purpose, or safety. Travelers will be allowed to use their judgment and complete travel even when the alternative options exceed this allowance. Those cases will be reported and may require additional justification.

23. OBSERVATION: APPENDIX 1. Number 3. GS/OAS TRAVEL POLICY: LOWEST LOGICAL AIR FARE: "... (e.g. fees for splitting the ticket) .."

Please explain in detail what do you mean by *fees for splitting the ticket*.

GS/OAS travelers frequently combine official with personal travel. In those cases, any difference needs to be paid directly by the traveler. In order to separate the invoices, travel is completed through split ticketing; and we want to know how fees will apply in those cases. Please refer to section 8.1 of our Travel Policy.

24. OBSERVATION: PAYMENT FORM

Please confirm that the payment method will be made through credit card.

YES. Payment will be made using our corporate credit card.- Lets don't specify as we are not sure that will be the permanent method

25. OBSERVATION: APPENDIX 2: 1. GENERAL SCOPE OF WORK The Travel Management Company (TMC) shall provide to the General Secretariat of the Organization of American States (GS/OAS) off-site travel management services for Official Travel of the GS/OAS' travelers, in accordance with GS/OAS travel policy.

Please inform us about the model of attention (an office from the travel agency, OBT) and from where will you be requiring the attention.

The TMC may preferably have an office in the DC Metro Area, or be able to quickly respond and attend meetings and other in-person requirements in the DC metro area. To the very least, we would need a 1-800 number or a local number to call.

26. OBSERVATION: APPENDIX 2: 4. SERVICES 4.1 The TMC shall be responsible for: obtaining the Travel Authorization (Purchase Order) from the traveler or travel arranger before issuing a ticket. The TMC shall be responsible for the issuance and correctness of tickets, itineraries, e-invoices, and of all other documents issued on behalf of GS/OAS travelers. The TMC is also responsible for collecting a pre-determined fee per ticket, which shall be credited to GS/OAS on the central billed charge to the credit card account.

Please confirm that the travel authorization (purchase order) will be sent via email.

Yes: via email

27. **OBSERVATION: APPENDIX 2: 4. SERVICES. 4.6** The TMC shall produce an electronic, monthly, reconciled statement of official air travel charges and assist the GS/OAS with clarifications, corrections and reconciliation of such. Official tickets will be charged to the centrally billed charge card account. Kindly inform us if "... shall produce an electronic ..." refers to the reconciliation of the card.

YES, that is correct.

28. **OBSERVATION: APPENDIX 2: 4. SERVICES. 4.7** The TMC shall process any refunds due to the GS/OAS, whether total or partial refund request, within five (5) business days of receipt. In addition, the TMC shall follow up on all such refunds to ensure that the GS/OAS receives such refunds due in a prompt manner, providing the GS/OAS with written confirmation of all actions taken, 4.8 The TMC shall arrange for changes or cancellations requested by the GS/OAS and reissue tickets in conformity with such requests, obtaining any applicable reimbursements and 12.

KEY PERFORMANCE INDICATORS (KPI)

Program performance	Non-refundable ticket usage	Less than 2 % of tickets lost to non-use / not in profile	TBD	Non-refundable ticket tracking report	Monthly
Program performance	Refund rate	Refunds are processed within 5 days of receipt received	TBD	Refund report	Monthly

We inform that the company will act as an intermediary with the airlines and will make the request for reimbursement provided that the applied fee allows it and in accordance with the policies established by each supplier. The timings when the money is cashed to the customer both in credit and in cash are established by the airlines; having the following information as a constant:

- In cash, 30 days are stipulated
- In credit, from 30 to 90 days since these values are directly paid by the airlines.

For which we ask to please modify these requests

SG/OAS is taking this as a statement not as a question

29. **OBSERVATION: APPENDIX 2: 4. SERVICES: 4.10** For tickets issued three (3) or more days prior to the date of travel, the TMC shall arrange for paper ticket delivery at least three (3) days prior to date of any travel unless prevented from doing so, in which case the traveler shall be advised of the new pick-up time. All travelers shall be called and informed that their tickets are ready. All paper tickets shall be signed for by the traveler or his/her designee prior to release. Neither party will be liable for

neither performance delays nor for-performance due to causes beyond its reasonable control and 14
The TMC shall assist in the replacement of lost or stolen tickets.

We inform you that today, tickets are issued electronically for which we ask you to specify what are you referring to, with this request.

We may still have a few airlines that only issue paper tickets

30. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.13 All cancellations shall be processed immediately as required. The TMC shall provide the GS/OAS with sufficient documentation for any penalties that are the responsibility of the GS/OAS.

We inform you that Travel Agencies act as intermediaries, for which we will pursue any additional processing which is allowed, according to the airlines policies and conditions.

SG/OAS is taking this as a statement not as a question.

31. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.16 The TMC shall arrange for domestic and/or international pre-paid tickets.

Please specify what are you referring to with this request.

The term Pre-paid ticket is used as an authorization permitting the issuance of a ticket at a location other than the point of payment. It can involve domestic or international reservations. It is used when a ticket paid in one location for traveling from another and can be picked it up at the airport or a different location.

32. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.17 The TMC shall render prompt service to travelers in cases of sickness, injury or death.

The Travel Agency will provide the service of assistance cards, tickets and advice at a general level, for which we ask you to further explain the concept required.

It means that the TMC will help in all the logistics if a traveler gets sick, is injured or dies.

33. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.19 For GS/OAS sponsored seminars and upon the GS/OAS's request, the TMC shall negotiate competitive, discounted rates for transportation and shall handle the travel arrangements and reservations.

Please inform us if land transportation will also be used.

YES, we might.

34. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.37 The TMC shall be responsible for advising travelers to check with the Health Unit of the GS/OAS prior to any international travel. The TMC may provide this advice by including text in emails containing travel itineraries and notifications of ticket issuances.

Please specify what are you referring to with this request

If the traveler is flying to a specific country that requires any type of vaccines in order to enter into that country, the TMC is responsible to let the traveler know

35. OBSERVATION: APPENDIX 2: 4. SERVICES: 4.38.2 Global Distribution System (GDS): The TMC shall determine the comparative effectiveness of the current travel system and is responsible for establishing service performance standards and benchmarks. Comparisons shall be made to industry competitors and national standards for service.

We appreciate if you specify what you are referring to with this request

The TMC shall determine if their current reservation system is the most effective (to ensure that we are finding the LLF or all possible routes and combinations, for example).

36. OBSERVATION: APPENDIX 2: 5. AIRFARES 5.1 The TMC shall offer airline tickets for the GS/OAS at the lowest logical fare(s) in accordance with the GS/OAS travel policy which are consistent with the services as specified in the Contract, and which reflect the most direct routing at the time of ticketing. The TMC must inform each GS/OAS traveler of cost saving opportunities available for each trip according to parameters agreed upon by the TMC and DP. The TMC shall document in the PNR the lowest fare and the fare accepted by the traveler. Failure to provide the lowest confirmed available fare shall result in the TMC refunding the total cost of the fare and 5.2 The GS/OAS may request refunds from the TMC for any fare discrepancies due to non-adherence to the “most direct and economical route and mode of transportation” rule within the period of one year from the date a ticket is issued. In those cases the management fee will also be refunded or credited.

Considering that Travel Agencies act as intermediaries, please add the following phrase to these requests “according to availability at the time of making the reservation”

We do not necessarily agree or disagree with adding such change, but if this is a requirement, this would be considered as part of the final negotiations before awarding the contract.

37. OBSERVATION: APPENDIX 2: 7.6 Customer Service Specialist: The TMC shall assign to the Contract a Customer Service Specialist. The Customer Service Specialist must have a minimum of five (5) years experience in customer service in the travel and tourism industry. The Customer Service Specialist shall be responsible for all Quality Control processes, reviews and procedures associated with the GS/OAS’ travel.

Please confirm if the Specialist to which you make reference is the person who will process the petitions, complaints and claims.

This is an option for the bidder.

38. OBSERVATION: APPENDIX 2: 7. PERSONNEL: 7.7: "...ticket packaging..."

Please inform us what do you mean by: ...ticket packaging..."

Agents that manage Ticket packaging are the agents working in the International Rate area. These agents have the knowledge to confirm that the requested international reservation includes the entire package in order to be correct; International pricing, fare rules, mileage calculation, etc. Not all agents have this type of expertise.

39. OBSERVATION: APPENDIX 2: 7. PERSONNEL: 7.8 The GS/OAS must agree, in writing, to waive any requirements related to the agents' bilingual capabilities, years of experience, education etc.

Please inform us what you mean by this section

The GS/OAS must agree in writing if any of the agents servicing our account cannot fulfill the minimum requirements.

40. OBSERVATION: APPENDIX 2: 11. REPORTING

We inform that all the reports can be modeled customizing them for each request; we must consider that for some we need the client to provide us with some information such as:

- 1- Charge of employees (For Managers report)
- 2- Types of employee (Official, Statutory, etc.)
- 3- The database of cost centers and additional shall contain the data of (Units and Departments) or any other data that needs to be modeled in any report
- 4- We need to know what type of report is (SPECTRA)

The GS/OAS will provide as needed proprietary required information for customized reports.

41. OBSERVATION: APPENDIX 2: 12. KEY PERFORMANCE INDICATORS (KPI)

Customer service	Traveler satisfaction survey	85% at 4 or better on a 5 point scale	TBD	Weekly and annual survey	Weekly Annually
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Currently we have an annual evaluation of services and the grading scale goes from 1 to 100, for which we ask you if this can be taken into account.

42. OBSERVATION: APPENDIX 2: 12. KEY PERFORMANCE INDICATORS (KPI)

Program enhancement	Accountability for introduction and	New products introduced in timely manner with an on time	TBD	As per timeline	As per timeline
	implementation of new initiatives	implementation			

Please specify what do you refer to with this request.

GS/OAS may use alternative KPI and metrics as long as these are agreed upon by both parties.

43. OBSERVATION: APPENDIX 3: 5. TAX EXEMPTION The GS/OAS is exempt from sales taxes in all local, state and federal jurisdictions of the United States of America. TMC shall not invoice GS/OAS for any U.S. taxes when invoicing or otherwise soliciting payment from GS/OAS for services rendered by the TMC.

Please confirm the following information:

We have been informed that taxes are not accrued in the United States.

If the services are provided abroad we inform you that taxes may accrue relatively to the services requested; in local markets tax exemptions apply according to the fact that projects are developed in the frame of a common usefulness program, in which case this must be certified by the corresponding National Entity.

The GS/OAS will consider any special circumstances related to local taxes in accordance to our Privileges and Immunities and the applicable procedures.

44. OBSERVATION: APPENDIX 3: 7. PERSONNEL OF TMC 7.2 If requested by the GS/OAS, TMC shall submit qualifications of key personnel to perform Work under this Contract and such qualifications shall be reviewed by the GS/OAS prior to assignment or commencement of any Work under this Contract. Personnel with satisfactory qualifications for the Work shall be assigned for the duration of this Contract as required.

Please inform us what these qualifications would be.

GS/OAS will use standard KPIs used in the travel industry.

45. OBSERVATION: APPENDIX 3: 7. PERSONNEL OF TMC: 7.4 At the GS/OAS's request, TMC shall remove its personnel due to nonperformance while performing Work and shall upon the GS/OAS's ... We respectfully suggest replacing the word "remove" for "change" or "replace"

GS/OAS cannot change the published document but the term "remove" may be interpreted also a "change" or "replace".

46. OBSERVATION: APPENDIX 3: 8. SUB-CONTRACTING

TMC may subcontract a portion of the Work hereunder with the prior written approval of the GS/OAS. TMC shall properly direct and control its sub-contractors and shall have full responsibility for all Work, whether performed by TMC or its sub-contractors. TMC shall ensure that any and all sub-contractors shall be bound to the terms and conditions of this Contract.

Considering that Travel Agencies act as intermediaries, we cannot guarantee that subcontractors will become bound to the terms and conditions of this contract, for which we appreciate if you modify this request for: “provide a quality service”

The OAS cannot make this change to the RFP. But bidders may provide a comment pending final negotiation.

47. OBSERVATION: APPENDIX 3: 17. INSURANCE 17.1 For the duration of the Contract, TMC shall purchase and maintain in a company or companies, to which the GS/OAS has no reasonable objection, such insurance as will protect the Contractor, the GS/OAS, and the OAS, from claims set forth in the previous clause, which may arise from operations under this Contract by the TMC or by a subcontractor of the TMC or by anyone directly or indirectly employed by any of them, or by anyone for whose acts they may be liable. TMC is required to carry insurance with limits equal to or greater than those set forth in the table below:

We respectfully request that the 2 policies currently held by the Organization are accepted, each one for a certain amount insured value.

The OAS cannot make this change to the RFP. But bidders may provide a comment pending final negotiation.

48. OBSERVATION: APPENDIX 3: 19. ARBITRATION

We respectfully request the place of arbitration to be optional: in Washington, or according to an Arbitration Court under the rules of the local Chamber of Commerce.

The OAS cannot make this change to the RFP. But bidders may provide a comment pending final negotiation.

49. OBSERVATION: APPENDIX 3: 27 FORCE MAJEURE

We request “Act of God” to be added.

Agree

50. OBSERVATION: APPENDIX 4: 4. SERVICE. 4.1 Describe any additional value added services, publications, focus groups that could benefit the GS/OAS.

Please inform us what do you mean by publications, focus groups

Other services bidders may offer to the GS/OAS to add customer service value or make their proposals more appealing.

51. OBSERVATION: APPENDIX 4: 5. PERSONNEL

Agents with International and faring capabilities
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Agents with International only capabilities (no faring)
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Please define what do you mean by faring capabilities and (no faring)

Agents with international and faring capabilities are agents with knowledge and experience with international pricing, reservation and rules. Not all agents have this type of detail knowledge. Agents only with International capabilities are agents with an overall knowledge of the international system but not the detail.

52. OBSERVATION: APPENDIX 4: 8.3 Bidder understand that it is responsible for all the fees applicable for setting up all interfaces between the Bidder and the GS/OAS' selected online booking tool.

We inform you that the owner of the fees and inventory is the supplier.

If we implement an online booking tool, we expect bidders to assume all applicable fees charged by the supplier. This should be part of the per reservation cost presented by the bidders.

53. OBSERVATION: APPENDIX 4: 8.5 Bidder agrees to performance standards as per Appendix 2, Section 11. Such performance standards shall be linked to remuneration as mutually agreed upon by Bidder and the GS/OAS.

Please confirm that the section to which you are referring as 11 is section 12.

The section should read: 8.5 Bidder agrees to performance standards as per Appendix 2, Section 12.

54. OBSERVATION: APPENDIX 5: Airline ticket (paper)

We inform that Airline ticket (paper) does not apply, please remove

We may have some paper tickets as noted before.

55. OBSERVATION: APPENDIX 5: A Transaction is an issued airline or rail ticket regardless of whether it is subsequently used or refunded.

According to these statements, let us we clarify the following:

- Voided tickets do not count as additional transactions. Provided they are annuled before 7pm local time on the day of issue
- Refunds count only once, as the initial ticket, not the act of refunding.

- Split tickets are considered one transaction. By split tickets I understand when they are revised and from the same transaction an new ticket results and a Residual EMD (if there is a balance in favor, Avianca, Air France and Iberia cases)
- Tickets with personal stops in conjunction with official travel are considered may be considered transactions. Provided such stop has no cost, but if it has a cost?

This should be part of the bidder's response.

United States Point of Sale Transactions: We clarify We can issue tickets abroad with routes originating in USA, as, being electronic, no inconvenient arises by issuing and sending them via email to the person in charge; worth clarifying we issue and charge in local currency.

The ticketing process for US point of sale transactions is unique due to the culture of the GS/OAS and therefore demands further clarification so all Bidders have full disclosure of the scope of work for pricing purposes

This could be included as part of the proposal for consideration.

The process begins with travelers booking trips. The TMC may not ticket until they receive the proper authorization via a Purchase Order (PO). If the PO is not received by the TMC, the trip may need to be booked again. This creates a higher number of bookings than tickets issued (one ticket issued averages 3.5 bookings).

(We make clear that we can make until 3 reservations at no cost, but if there is a fourth one and no ticket is issued we incur in Churning which has an average cost of Us\$ 30)

SG/OAS is taking this as a statement not as a question.

Bookings may be for groups or individual travelers. Trips may be simple point to point or complex international. Often, trips include both business travel for OAS and a leisure component (which necessitates a second form of payment for the leisure trip). Often trips are booked and rebooked a few times and never ticketed. The same is true with some small groups. .

(We clarify that in group traveling we must be ruled by the conditions of deposit, total payment, issuance, cancellation and changes according to the contract entered into with the Airline of each group. For individual trips we clarify that we can make until 3 reservations at no cost, but if there is a fourth one and no ticket is issued we incur in Churning which has an average cost of Us\$ 30).

SG/OAS is taking this as a statement not as a question.

56. Will we have a chance to negotiate the terms and conditions in the RFP, including but not limited to Appendix 3 – Travel Management Services Contract?

Yes, in general terms, bidders may be able to negotiate with the GS/OAS the terms and conditions included in the RFP. However, the GS/OAS is only willing to allow negotiations that fall within the margins allowed by the RFP. As per our rules, after publishing the RFP, the GS/OAS shall negotiate with

the qualified sources which reply as to the quality and quantity of the goods and services to be provided, their price, and other pertinent considerations, to the end of entering into the most desirable arrangement for the GS/OAS. Please note that the GS/OAS may also be open to negotiate the text included under the terms and conditions of the contract, provided that these discussions are framed within our minimum legal standards and allow the protection of the GS/OAS and the inclusion of our privileges and immunities.

57. The return of overrides is out of scope for FCM Travel Solutions. We are willing to return commission to GS/OAS. Returning commission will increase your transaction fees, as commission will no longer assist in offsetting our internal costs to transact. We would like to offer you both a commissions returned model and a commissions retained by FCM model for your analysis. Will you consider FCM, knowing that we cannot return overrides? If so, may we submit both pricing options?

Bidders may present different models

58. We understand that OAS may have travel volume originating locally in several LATAM markets. May you share the volume country by country? We are considering a regional solution via Mexico for your LATAM presence, but we also have local options. We will need to know local volumes to help put forward the most optimal solution.

We don't have the exact data for those markets readily available. What we have, has been included in the RFP under appendix 1: principal GS/OAS destinations from 2012 to 2016.

59. What has prompted your company to go out to bid?

The current term of the previous RFP process is coming to an end.

60. What are the key objectives associated with this initiative?

Determine the TMC for the next period

61. Are there any recurring challenges or traveler satisfaction issues in the current travel program for which you hope to identify a solution?

- Reduce costs and create efficiencies
- Travel Policy compliance
- Customer Satisfaction
-

62. Will you be willing to share feedback with participants at the conclusion of this process?

We will notify all bidders if they win or not.

63. Do you have a pricing template that you would like us to use, or should we provide one?

Please refer to the RFP documents.

64. Will you contact our references at this stage, or at a later stage of the proposal process?

During evaluation.

65. How many travelers does your company have in each country?

Please refer to the RFP documents for all available information.

66. How many VIP travelers does your company have in each country?

Please refer to the RFP documents for all available information.

67. What service model do you utilize and are you satisfied with the model? Examples include shared offsite service, onsite/implant, and dedicated offsite service. In an ideal world, would you like to have service locations in each country you operate, or do you prefer a regional solution?

We are open to suggestions.

68. Would you like us to propose an online booking tool?

No. Up to the bidder.

69. Do you expect an increase or decrease in travel in the coming year, and by how much?

We cannot provide this information with enough assurances.

70. Air: What is your annual spend on air and number of air transactions in each country? (If provided for question #3, please disregard this question)

Please refer to the RFP documents for all available information.

71. Please provide the percentage breakdown of domestic and international travel per country. (If provided for question #3, please disregard this question)

Please refer to the RFP documents for all available information.

72. Hotel: Would you consider hotel boeing under the TMC? If so what is current hotel spend per country?

We are not currently using hotel bookings under the TMC but we may in the near future.

73. Car/ground: What is the annual spend on car rental and/or chauffeured transportation per country?

We are not currently using this service under the TMC but we may in the near future.

74. Please list your air, hotel and ground transportation contracts and specify if they are net or net/net.

Not at this time. This will be released only during final negotiations.

75. Please also advise what % of your air spend is covered by these agreements currently.

N/A

76. What % of your hotel bookings are covered under your corporate agreements?

N/A

77. Do you manage air, hotel, and/or car contracts in-house or via a third party?

In house.

78. Who is responsible for managing your travel budget?

Each requesting area is responsible for their own travel budget.

79. What percentage of hotels and cars are assumed to be within an air booking?

N/A

80. Does your company have conference/meeting/event planning needs? If yes:

- a. **How do you currently manage your meetings and events—in-house, via the TMC, or via a third party?**

All of the above.

- b. **Please provide an estimate of the # of annual meetings per country and the # of attendees per meeting.**

This numbers vary significantly from one year to the next.

- c. **Do you currently use any automated registration systems for these meetings?**

For some events, we use an internal system.

81. What is your current policy compliance rate?

In what terms?

82. Is your travel policy mandated globally?

85% in average or more of all travel is expected to be channeled through the TMC

83. Is use of the contracted TMC mandated?

For some markets.

84. If you hope to improve policy compliance, in what areas do you find recurring challenges?

Lowest Logical Fare

85. What is your form of payment for hotel guarantees and/or bookings in each country?

N/A

86. What changes do you anticipate in your program moving forward?

We expect to explore new options presented by all bidders.