

Request for Proposal (RFP)
For
Movement is Happiness Launch

RFP Start Date:	November 25, 2013
RFP End Date:	December 31, 2014
Vendor Selection Date:	November 22, 2013
Services to begin:	November 25, 2013 / execution of agreement

The Coca-Cola Company (TCCC) exists to benefit and refresh everyone it touches and is the world's leading manufacturer, marketer, and distributor of non-alcoholic beverage concentrates and syrups, used to produce more than 500 beverage brands. Corporate headquarters are in Atlanta, GA, with local operations in over 200 countries around the world.

Since the first Coca-Cola® was served in 1886, our consumers' well-being has been an integral part of our values and vision to provide safe, delicious and refreshing beverages to people from all walks of life. Today, 127 years later, our consumers' well-being continues to drive our values and vision and it is a responsibility we take seriously. Because in communities large and small, we work to inspire positive opportunities for all of our consumers. From the beverages we offer to how we label and market them to local physical activity and nutrition programs we support, our consumers' well-being is interwoven into the fabric of our Company, both as a responsible corporate citizen and as a community partner.

This is why in May 2013, Muhtar Kent, our Chairman and Chief Executive Officer, announced four worldwide business commitments to guide our global system's efforts to help address obesity. They include:

- Offer low- or no-calorie beverage options in every market.
- Provide transparent nutrition information, featuring calories on the front of all of our packages.
- Help get more people moving by supporting physical activity programs in every country where we do business.
- Market responsibly, including no advertising to children under the age of 12 anywhere in the world. According to our Policy, we do not market any of our beverages in programming where the audience is more than 35% children under 12.

TCCC is interested in engaging an agency to help us launch awareness of Movement is Happiness (see Exhibit A for further details), which will deliver on the third global business commitment. TCCC looks to achieve the following goals:

- Generate positive Coca-Cola brand and TCCC awareness; secure widespread coverage of announcement across multiple channels and media outlets
- Create a foundation for sustainable and strategic media and stakeholder communications, including global launch
- Demonstrate commitment to sustainability, specifically outline and execute TCCC's
- Increase Coke brand health scores with teens
- Cement credibility in the health and well-being space (stakeholder audience)

Classified - Unclassified

- Generate positive Movement is Happiness awareness and enthusiasm among associates, suppliers, bottling partners and Business Units and encourage each to build toward achieving the global goal of one physical activity program in every country where TCCC does business.

Your firm is invited to submit a proposal for these services, in accordance with the terms presented in this RFP and its attachments. This contract would be through the duration of 2013 and extend through the end of 2014.

A more detailed plan around the communications strategy is included here as Exhibit A.

The successful firm will:

- Be able to quickly identify and commit a team of appropriately skilled (i.e., project management, media outreach, event management) and capable, experienced individuals committed to this effort who will guide the project from inception to conclusion, and commit to completing the project on schedule in the time allotted,
- Possess a set of tools, techniques, methodology that can help TCCC achieve the goals listed above,
- Have creative ideas and plans for launching the Movement is Happiness global initiative, securing media coverage and pushing digital footage to various media outlets
- Demonstrate knowledge and experience in both sustainability-focused message development and high-profile event launch/media execution

The following outlines the deliverables the selected Agency(ies) will provide TCCC:

- A toolkit for use by approved organization representatives with the following materials
 - Program Introduction & Overview
 - General Program/Partnership Q&A
 - Top Five Q&A (Shorter Q&A for quick reference of the most common questions)
 - Spokesperson Talking Points
 - Press Release (traditional and social media version):
 - Program Launch Release
 - Sample Market-Specific Release (drafted to enable our local markets to use as a starting point as specific products launch)
 - Social media activation ideas for Twitter, Facebook program page, Google+, TCCC YouTube Channel, etc.
 - Coordination of multi-media assets (b-roll, photos, video, infographic)
 - Stakeholder letter template
 - Local activation ideas (events, NGO engagement, etc.)
- Management of media plan execution for launch in July 2014, management of media plan execution for launch of additional product during FIFA2014 and coordination of media onsite at the conclusion of FIFA2014 event (launch event developed and managed by internal team in a separate function)
- For duration of contract, agency will be expected to work cross-functionally with other TCCC functions (global licensing, brand team, digital team, etc.) and their agencies (if applicable)

Your proposal should include:

Classified - Unclassified

- A description of the overall approach/plan to be used, including a projected timeline with distinct phases and clear milestones that directly relate to deliverables,
- Brief descriptions of two similar projects (i.e., similar objectives, scope, and Agency's role) completed in the last three years including contact information for individuals who can act as references for that work.
- A clear understanding of how TCCC will directly benefit from that experience (e.g., same staff).
- A brief list of the most important issues this project must address to ensure success.
- Professional fee rates (hourly fee) for all proposed staff, discounted for TCCC, with a total amount not to exceed for each phase:
 - Development of toolkit
 - July launch
 - FIFA2014
- Ad hoc pricing (fee rates) for potential ongoing media opportunities
- Resumes for every member of the proposed team.
- For each project described you must provide performance data that illustrates the success of your work,
- A description of the Company resources required to support project success.

The successful provider may invoice the Company monthly for deliverables successfully completed, with payment due no later than 45 days after receipt of each invoice. No less than 10% of total fees for each phase of the project shall be due and payable upon final TCCC acceptance of consultant's work.

Excluding resumes, your proposal may be no longer than six narrative pages in total length.

Based on the written responses received, one or more bidders may be asked to meet briefly with TCCC in Atlanta to review their qualifications and bid. Participation in that meeting will be limited to one or two resources that will play a key full-time role on the project. Agency selection will quickly follow and work will begin immediately upon contract execution.

One electronic copy of your complete proposal must be submitted no later than November 15, 2013 to the attention of Talley Sergent, tasergent@cooca-cola.com. One (1) hard copy of the complete proposal must be submitted within three business days of that date to Talley Sergent at: One Coca-Cola Plaza, NAT 2220, Atlanta, GA 30313.

Classified - Unclassified

Attachment 1
General Information about this Request

This RFP and the non-public information disclosed in this process include information that is proprietary and is considered strictly confidential, and are subject to the provisions of any existing Nondisclosure Agreements. The information is intended only for Bidder's use in preparing a response to this RFP, and may not be communicated to any other parties, either internally or externally, who are not directly involved in preparing that response or used for any other purpose.

This RFP contains information that is Proprietary to TCCC and its affiliates. No part of this RFP may be reproduced, in whole or in part, unless specifically required for the bidder's internal use in responding to this RFP. Disclosure or distribution without the express written consent of TCCC and its affiliates is strictly prohibited.

The bidder will regard and preserve as confidential all information obtained from any source as a result of this RFP. It is for proposal purposes only and is not to be disclosed or used for any other purpose. TCCC reserves the right to request the return or the destruction of any of the material contained in this document.

Information received in response to this RFP will be held in strict confidence and not disclosed to any party other than TCCC without the express written consent of said supplier. By submitting a response to this RFP, all rights in and to any intellectual property, domestic or foreign, including trade secret, patent, copyright, and the like, relating to any invention, process, development, improvement, discovery, design, design concept, know-how, or technical information made, prepared, or developed under this RFP by bidder, its subcontractors, or their employees will be and are hereby vested in TCCC.

TCCC has issued this RFP to solicit bids from potential providers of goods and/or services described elsewhere in this document. This RFP is not an offer to contract. This RFP does not commit or obligate TCCC to pay any expenses incurred in the preparation of a response. All such expenses are solely the obligation of the Bidder. By submitting a response, the Bidder agrees that all responses to this RFP shall become the property of TCCC.

TCCC reserves the rights to withdraw this RFP, modify the selection process, waive any irregularities, reject any proposal, determine not to award any contract or otherwise make any determination it solely deems in its best interest.

Late or incomplete submissions will be considered unresponsive.

Bidders are encouraged to submit questions or requests for clarification concerning this Request in writing (preferably by e-mail) to the contact person listed. All questions and answers will be shared anonymously with all bidders participating in this process.

The successful bidder will be expected to execute TCCC standard services agreement. Please indicate your acceptance of these terms or provide explicit comments and/or alternative language, where appropriate.

Classified - Unclassified

EXHIBIT A

MOVEMENT IS HAPPINESS COMMUNICATIONS BRIEF 2013

OVERVIEW

In 2014, The Coca-Cola Company will announce a global initiative – Movement is Happiness – to inspire a generation of young people to get healthier and be happier through movement.

Movement is Happiness brings to life one of the global well-being commitments announced on May 8, 2013 by The Coca-Cola Company's Chairman and Chief Executive Officer Muhtar Kent. The commitments are:

- Offer low- or no-calorie beverage options in every market.
- Provide transparent nutrition information, featuring calories on the front of all of our packages.
- Help get more people moving by supporting physical activity programs in every country where we do business.
- Market responsibly, including no advertising to children under the age of 12 anywhere in the world.

As part of the Company's efforts to help address obesity, Movement is Happiness will help deliver against the third commitment: to help get people moving by supporting physical activity programs in every country where we do business.

While the Company has been more forward leaning in discussing health and well-being issues, including obesity, for the last year, Movement is Happiness is a unique opportunity for the Company to proactively find its voice and share it with the world. This started in early 2013 with the "Coming Together" campaign and now requires a bolder, substantive and more positive approach in both scope and scale.

Movement is Happiness will require dynamic storytelling to connect with people across multiple connection points and audiences. It is an approach that requires content to be so compelling that it travels across medium – owned, earned, paid and shared – engaging consumers and stakeholders to experience the brand through deeper, richer experiences that evokes inspiration and ultimately movement.

Movement is Happiness will require a disciplined and multi-dimensional campaign strategy that engages both consumers and stakeholders in ways that better position the Company and the brand as a responsible corporate leader as well as a trustworthy community partner.

Beginning in early 2014, the Company will start to implement a cross-functional strategy to build toward the launch of Movement is Happiness. Seeding key messaging and engaging consumers and stakeholders throughout the first two quarters of 2014 will help build the foundation needed to successfully launch Movement is Happiness. Executing against the launch, the Company will use this opportunity to engage both consumers and stakeholders to share a global story arc that provides the clear Company and brand voice needed to deliver on this commitment and to help address obesity and inactivity.

Classified - Unclassified

OBJECTIVES:

- Position TCCC as the responsible corporate leader and community partner that inspires a generation of young people to get healthier and be happier through movement.
- Establish a clear TCCC voice across marketing and brand communications; linked across mediums across the Coca-Cola system, including campaign announcements, marketing capability and broader Company efforts across the business as well as in the health and well-being spaces.
- Create and execute a broad campaign strategy that engages and communicates across platforms to both consumers and stakeholders.
- Engage with new and build on existing relationships with key media and influencers.

CONTEXT:

The Company recognizes the importance of leading in this space to:

- Strengthen and increase brand and company trust with stakeholders and consumers
- Position the Company as a global icon that cares about the local community and its well-being
- Marginalize detractors and build support broadly in a host of categories, including consumers, women, government and political officials and personalities, and media

REMIT:

Agency to manage and activate through the end of 2013 as well as a one year media relations and influencer engagement program, beginning in 2014, that will seek to:

1. Support and promote Movement is Happiness communications, messaging and initiatives to key media and stakeholders
2. Celebrate and support key 'moments,' including opportunities to proactively push Movement is Happiness, such as keynote speaking opportunities, key partnership announcements, etc.
3. Identify and develop media angles/milestones that leverage existing content/partnerships to communicate innovative marketing approaches and programs
4. Elevate key executives as industry thought leaders
5. Build relevant content and industry views across agreed themes
6. React and respond to relevant news agenda items and industry trends

KEY SPOKESPEOPLE:

The following spokespeople will act as storytellers for our company messaging.

- Muhtar Kent – Chairman and Chief Executive Officer
- Ahmet Bozer – President, Coca-Cola International
- Steve Cahillane – President, Coca-Cola Americas
- Joseph M. Tripodi – Executive Vice President and Chief Marketing and Commercial Officer
- Clyde Tuggle – Senior Vice President, Chief Public Affairs and Communications Officer
- Wendy Clark – Senior Vice President, Integrated Marketing Communications & Capabilities
- Beatriz Perez, Vice President, Chief Sustainability Officer
- Dr. Rhona Applebaum – Vice President, Chief Science and Health Officer
- Celebrity Assets associated with The Coca-Cola Company

Spokespeople may be used for interviews, written comment and quotes as agreed prior with the PAC team.

Classified - Unclassified

PROGRAM ACTIVITY:

The following activity should be supported within the scope of the program:

Movement is Happiness announcements:

- Ensure a consistent flow of positive press coverage in the broadcast, print and online media based on Movement is Happiness activity throughout 2014.
- Work with the Global Public Affairs and Communications team to produce a calendar of marketing news announcements for January – December 2014.
- Keep abreast of global activations, executive speaking engagements and industry trends to inform calendar content
- Ensure news announcements calendar is kept updated, and liaise with Global Public Affairs and Communications team to agree on which stories should be distributed to media and when
- Participate in a bi-weekly conference call to share stories and update on progress
- Manage and activate targeted media sell-in for key announcements. Work in partnership with Global Public Affairs and Communications team to agree role-sort for media sell-in for stories.

Press materials:

- Draft and produce Movement is Happiness communications materials including:
 - A broad-based toolkit that may be used globally to engage audiences across all media platforms on Movement is Happiness content
 - Press releases – including supporting spokesperson quotes
 - Social media language for owned channels + non-owned media channels (engaging consumers and stakeholders)
 - Video content
 - Photography
 - Q&As
 - Holding statements

Media engagement:

- **Aim to meet five influential reporters/bloggers each quarter.** Continue to build strong relationships with key marketing journalists via face-to-face meetings to ensure TCCC is front-of-mind as an industry “go-to” and to help negate negative media coverage.

Profile interview & trend-based/feature opportunities:

- **Pro-actively place two ‘thought leadership’ interviews in 2013.** Identify ‘thought leadership’ interview opportunities in print and online marketing media, and recommend targets to Global Public Affairs and Communications.
- Liaise with reporters to source interview questions, brief spokesperson and help manage the interview process. Global Public Affairs and Communications will accompany execs during interviews unless otherwise indicated
- Handle reactive interview requests to include: reviewing opportunity and recommending level of engagement, drafting briefing notes or written responses to interview questions and setting up interviews.
- Always liaise with Global Public Affairs and Communications team to align on which spokesperson should participate in a media interview request before making a commitment
- Place at least three in-depth features in target print titles to tell the Coca-Cola Movement is Happiness story. Thought starters of areas of focus:
 - TCCC Investing \$1 Billion to Get the World to Move
 - The Day After Rio
 - Moving Marketing to Inspire Movement

Classified - Unclassified

- TCCC and #WorkThatMatters
- Recommend target titles and draft engaging feature pitches to secure media interest.

Ongoing support:

- When needed provide support to involve drafting statements, sourcing feature information and setting up interviews for ad hoc Movement is Happiness media inquiries.
- Monitor for coverage resulting from ad hoc media inquiries
- Compile quarterly summary of activity for internal distribution (sell tool!)

Key Moments:

Features, content, supporting releases, case studies for speaking opportunities will be built on the Movement is Happiness moments in the year, which includes:

- World Economic Forum
- Coca-Cola's Birthday
- FIFA2014
- Executive speaking opportunities
- Clinton Global Initiative

Messaging:

Global Public Affairs and Communications to collate and provide materials and messaging to support communications around:

- Movement is Happiness
- Global Well-Being Commitments
- Coming Together
- Refresh2020

Agency to consolidate and create recommended messaging template to act as foundation for all activation.

Client reporting:

Regular routines:

- Organize bi-monthly conference calls with Global Public Affairs and Communications to review coverage and update on forthcoming activity.
- Distribute weekly status report to Global Public Affairs and Communications team on Friday.

Live Meetings:

- Live meeting to take place in Atlanta at time of appointment to meet executive spokespeople
- Follow up live meeting to take place within 3- 6 months to update on progress, review status and confirm plan for remainder of the year.

Project Activity

Above and beyond retained activity, agency should define clear and tangible project ideas that will help to deliver against the overall objectives e.g,

- **Spotlight Lunch session:** gauge the feasibility of a key media roundtable with core spokespeople pegged to a key business/Movement is Happiness theme
- **FIFA2014:** support Global Public Affairs and Communications team in creating and implementing a comprehensive media engagement plan for Coca-Cola Global spokespeople attending FIFA2014

Classified - Unclassified

- **Strategic Socializing:** identify 1-2 moments in which we can look to engage our key media influencers across marketing trades to build existing and create new relationships with media
 - A core focus should be around how we amplify our brand stories beyond trade media. Consider how you could utilize our key business and brand moments throughout the year

Budget:

Deliver KPIs within the confirmed budget of \$75,000 to cover fee and operating costs through the end of 2013 as well as an extension through 2014. Agency should provide a full response to brief including costs/fee split across core retained activity and additional project ideas.

KPIs:

KPI's should capture:

- Placement of positive marketing news stories, features and interviews
- Generation of conversations around TCCC approach/capabilities over and above Happiness is Movement programs
- Elevation of spokespeople as thought-leaders. Measured by increase in requests for interviews/comments/speaking opportunities
- Relationship briefings with key media
- Keep Movement is Happiness calendar updated
- Successful liaison with other PR agencies to source information and coordinate news stories
- Effective management of ad hoc media enquiries alongside Global Public Affairs and Communications

Next steps:

- Agency to deliver a response to brief for both the remainder of 2013 and through 2014, inclusive of plan outline/calendar and full budget by **11.20.2013**.

APPENDICES

The 2012-2013 Sustainability Report

<http://www.coca-colacompany.com/sustainability/>

Infographic: Illustrating Coca-Cola's Global Commitments to Help Fight Obesity

<http://www.coca-colacompany.com/coming-together/infographic-illustrating-coca-colas-global-commitments-to-help-fight-obesity>

Press Release: Coca-Cola Announces Global Commitments to Help Fight Obesity

<http://www.coca-colacompany.com/press-center/press-releases/coca-cola-announces-global-commitments-to-help-fight-obesity>

Refresh2020 Toolkit – Please see attached.

Classified - Unclassified