



REQUEST FOR PROPOSAL ADDENDUM # 1

RFP #CTC-2014-KH-05 General Sales Agent South Korea

Close Date/Time:

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Issue Date: July 29, 2014 **From:** CTC Procurement

To: All Vendors **E-mail:** procurement@ctc-cct.ca

Following is one amendment to the requirements of the above noted NRFP.

- 1) The lead-in sentence in Section C.1 Overview is changed to read:

“The Canadian Tourism Commission (“CTC”) has been promoting Canada in South Korea for close to 18 years with the following objectives:”

Below are answers to question(s) submitted in regards to the above noted NRFP as of July 25, 2014.

- Q1. Section A.1 - Will the CTC office in South Korea provide any resources to facilitate this project?

Answer: No.

- Q2. Section A.1 - Who are the other service providers? Can you provide a list? Will they be authorized to bid on this competition?

Answer: Other service providers referenced might be other vendors that the CTC have contracts with to provide various services (e.g. Advertising Agencies, etc.). This NRFP is open to any company to bid.

- Q3. Section A.1 - Will the CTC award different portions of the work to several proponents?

Answer: It is CTC's intent to select one company to provide the services described in the NRFP.

- Q4. Section B.2 - Can you provide a detailed scoring grid for the criteria evaluation?

Answer: No. The CTC's procurement principles ensure that all responses are evaluated based on the information provided in the proponent's response to the required sections. The CTC evaluators will evaluate all responses using a defined rating scale that includes pre-defined criteria agreed to by the evaluators prior to receiving the proposals.

- Q5. Section B.5 - What are the Key Performance Measures?

Answer: The key performance measures would be any metrics or deliverables that the Contractor has agreed to in the contract.

- Q6. Section C.2 (a) - There is mention of the identification of trade shows, media and events for the South Korean market. The CTC already has some in mind. What more needs to be completed in that regard?

Answer: *The proponent can identify new or existing shows and events that they feel are important to the program plan. In doing so, it is the selected Contractors responsibility to identify the best implementation plan, partnerships and to then deliver on their overall execution to maximize the CTC's return on investment at these events or shows. The Contractor needs to advise how they would do so and any further recommendations related to these activities.*

- Q7. Section C.2 (a) - Can you provide a list of providers for the CSP (Canadian Specialist Program)?

Answer: *The CSP program is an online agent proprietary training program of the CTC. The provider is the organization itself and the selected Contractor would be the one ensuring that the CSP program is utilized by key accounts through training sessions and/ or seminars and on an ad hoc basis.*

- Q8. Section C.2 (a) - Has the CTC outsourced this work before? If so, who has completed it? Can staff within the CTC South Korea office bid on this contract?

Answer: *No, the CTC has not outsourced this work before. This opportunity is open for any company to bid, including CTC South Korean staff.*

- Q9. Section C.2 (a) - As part of this requirement, there is mention of the completion of any trade servicing related work as directed by the CTC, in addition to the scope of the contract. Can you provide a quantified value of what this typically consists of?

Answer: *The majority is reflected in the RFP itself, so no there is no quantified value to servicing but may consist of general face to face meetings and sales calls and any other activity deemed as required by the GSA.*

- Q10. Section C.2 (a) - Can you please provide a list of the Key Travel Trade accounts?

Answer: *We are unable to release a list of the Key Travel Trade accounts at this time.*

- Q11. Section C.2 (b) - Can you provide a list of previous attendees to the showcase Canada event? It states a maximum of 20, is there a minimum?

Answer: *We are unable to release names and database information without prior approval. While there is no minimum it would be expected that those who attend have been identified as important clients and those that the Canadian partners should have appointments with. As such, no less than 12 would be a reasonable number.*

- Q12. Section C.2 (b) - In reference to the accredited CSP agents, can you provide a number that you have had in the past? Who sets the balanced scorecard targets? Are they negotiable?

Answer: *The HA Regional Hub sets the targets based on previous performance. There are several hundred in existence in South Korea already as CSP's for Canada. While the targets set are not negotiable, they are set in a framework that includes the perspective of the selected Contractor, not in isolation of. Therefore the communication between the HQ Regional Hub and the Contractor is vital to the review of targets based on past and upcoming performance.*

- Q13. Section C.2 (c) - In reference to the generation of partnership agreements with industry partners, are these Canadian partners or Korean partners?

Answer: *Both.*

- Q14. Section C.2 (c) - Who is responsible for generating these stories? How many?

Answer: *The selected Contractor from this NRFP.*

- Q15. Section C.2 (c) - What is the frequency of the press briefings and conferences?
Answer: *The selected Contractor will be required to provide a recommendation.*
- Q16. Section C.2 (c) - What will "all other related work as directed by the CTC" consist of?
Answer: *This could be anything from reports and research to activity related to the programs and Canadian industry.*
- Q17. Section C.2 (d) - Can you provide more clarification on the TV show? Is it a series?
Answer: *This would be for the selected Contractor to advise and recommend.*
- Q18. Section C.2 (d) - What is the frequency of the social marketing and MR/PR reporting?
Answer: *Monthly.*
- Q19. Section C.2 (e) - What is the frequency of the reporting requirement at HQ?
Answer: *It depends on the report but quarterly and adhoc.*
- Q20. Section C.4 - In reference to the advertising media placements, who defines the favourable terms and rates?
Answer: *The selected Contractor consulting the HQ Regional Hub.*
- Q21. Section C.4 - Should pricing for the "Out of Primary Scope" requirement be listed separately? Should it be listed as an hourly rate?
Answer: *No pricing is required for the "Out of Primary Scope" services.*
- Q22. Section C.4 - How many partnership agreements should be generated?
Answer: *As many as possible and a target is set in advance on ratios. Usually 1 to 1.*
- Q23. Section D - Where can the subcontractors be located?
Answer: *This is at the discretion of the selected Contractor.*
- Q24. Section D - How are travel costs associated to the budget?
Answer: *Travel costs come from the overall budget.*
- Q25. Section D - Can you please specify what is meant by "throughout" South Korea?
Answer: *Markets of primary interest to Canada.*
- Q.26. Section E.1.5 - What are the tourism targets?
Answer: *Please see CTC's corporate website.*
- Q27. Section E.1.6 - Does the Case Study need to have been developed in South Korea or would anywhere in the world suffice?
Answer: *It is up to you which case study you'd like to present.*
- Q28. Section E.1.7 - What and how many cities does this consist of?
Answer: *This is up to you to decide.*
- Q29 – Section E.1.11 & E.1.14 - How do they differ?
Answer: *E.1.11. The case study is to illustrate how the proponent has created a strategy that integrates with the overall plan for a client, in a proactive and pre-planned manner. The case study should illustrate how the public relations and media relations plan acquired results based on a pre-defined objective and goals.*

The emphasis in E.1.14 is on the creative elements used in public relations; why the proponent feels this was or is creative and why such ideas were used. The objective here is to illustrate innovation and out of the box thinking that came from need to either tackle an issue or address an opportunity.

Q30. What is CTC's business objective and its KPI standards for the FY2015 to meet for the Korean market?

Answer: Please refer to CTC's corporate website for information.

Q31. Is there a specific target number for the new travel trade agencies to add to CTC's list this year?

Answer: No specific number, again it's up to selected Contractor to suggest recommendations.

Q32. In our understanding, there are currently less than 10 employees in CTC Korean branch. How are the key travel trade agencies outside of Seoul Metropolitan Area managed by the branch?

Answer: All markets are managed by the CTC Seoul office time, no external parties.

Q33. How many provincial marketing organizations, city destinations, attraction in markets are there and where are they located?

Answer: Please refer to the CTC's corporate website for information. Some organizations have representation as well in South Korea.

Q34. If possible, could we kindly ask CTC if it could tell us how many proponents were invited for this proposal and who they are?

Answer: This NRFP is open to any company to respond and was publically posted on the government of Canada's "buyandsell.gc.ca" website.

Q35. If we may ask, what is the current agency that CTC is working with in terms of the Korean market?

Answer: The only agency that the CTC Korean office is working with is ALI for Public Relations services. These services have now been incorporated into Section C - Statement of Work and will be the responsibility of the selected Contractor.

Q36. How is CTC's partnership and networking with Embassy of Canada and Canadian Chamber of Commerce in Korea?

Answer: All relations with the CTC are positive.

Q37. What is the co-working system or current cooperation status between Travel Alberta, Tourism British Columbia and CTC?

Answer: The CTC works in partnership with provincial and territorial tourism marketing organizations on the delivery of marketing programs.

Q38. Is CTC willing to share its list of connections to the proponents once the contract is signed?

Answer: If you are referring to provincial and territorial tourism marketing organizations and key accounts, then yes.

Q39. Currently who is the honorary publicity ambassador for CTC? IS CTC planning to appoint new one among Korean celebrities?

Answer: No official publicity ambassador exists.

Q40. The NRFP states that one of the obligations for the proponent is to report to the Regional office. What is the role and responsibility of the CTC Korea office? How would we cooperate with CTC Korea on this particular project?

Answer: This is not a project. The objective of this NRFP is to award a contract to a company to manage the CTC's program in Korea and all aspects of the related operations. The selected Contractor will report into the Regional office, located in Vancouver Canada.

Q41. For the newsletter stated in Section E deliverables, are the proponents required to create their own contents or expose the contents and products planned and recommended by CTC?

Answer: It would be a blend of both existing CTC content that will be provided and the sourcing of new content if applicable.

Q42. Do the proponents need to develop and launch our own local social media channels such as CTC homepage and blogs on Naver, Twitter, and even YouTube? Or are they required to manage CTC Facebook page?

Answer: Yes on all fronts. There are existing channels already launched and in place (Twitter, FB, Naver, Youtube).

Q43. How often would CTC expect the proponents to conduct media rounding, since it is not stated in the requirements of Section E of the NRFP?

Answer: The frequency of media rounding is at the discretion of the selected Contractor and is on an as needed basis. It is anticipated that the selected Contractor will monitor media results and report back accordingly. The expectation is this done on a quarterly basis, at a minimum, for reporting.

Q44. What is CTC's official event plan for second half of 2014 and 2015?

Answer: The CTC is at Showcase Asia in China in October (see link for the website in the NRFP). Plans for 2015 would include the same along with Rendez-vous in Canada. Other activities are under review and the selected Contractor may recommend options.

Q45. In the Section F of the NRFP, in the note below F.1.3, it states that "...proponents are to assume an annual operating budget of \$1mil CDN for program costs..." How is this budget billed and processed for the year if we enter the contract (monthly or annually)? Could CTC explain how this budget is operated?

Answer: Monthly billings would occur and invoices issued / funds released, in Canadian dollars, per the budget. The approximate budget for next year is inclusive of all program costs and fees. The selected Contractor is to manage cost controls and follow reporting processes and quarterly variance reports, as provided by the regional office in Vancouver.

Q46. Termination (Appendix 5, # 11) – 60 days for CTC. Is it also 60/other days for Contractor?

Answer: Generally, no. It is only CTC that has this right of early termination, largely due to the unpredictability of our federal budget and the need to change direction quickly. The contract terms stated in Appendix 5 are what CTC may include in the final contract; they are our standard terms.

Q47. Breach of Contract. Please provide exhaustive list of types of breaches. Please provide specific examples for when CTC may deem Contractor to have breached the contract.

Answer: It's impossible to provide an exhaustive list of what would amount to a breach of a provision in the contract that would cause CTC to conclude that the contract has been terminated. Many provisions governing the Contractor can be remedied. If a miss-step or failure of the Contractor to meet a deadline for one of the Services occurred, CTC would most likely allow the Contractor sufficient time to remedy that failure. If the breach of a provision was so fundamental as to strike at the core of the contract (e.g. a media trade show was not put on or invoices were falsified by the Contractor) which could not be remedied due to a failure to perform a Service or a breach of trust, this is likely a fundamental breach of the contract which would justify its termination.

Q48. May the contractor pursue other destination business? Or private sectors? Not only with Canada but other destinations? (Europe, US, Asian countries or organizations?) Also Please provide a full

list of organizations that CTC may render as “similar” to itself that the Contractor may not be serving throughout the term of this contract.

Answer: Yes, as long as it was not a destination that was considered a competitor for travellers to Canada. It is impossible to provide a list of organizations as it depends on the contemplated destination and what is being promoted. The CTC would expect the selected Contractor to promote Canada only, however, if they had a desire to promote other destinations they will be required to obtain CTC’s consent prior to engaging in any other work relating to travel and tourism.

Q48. Exchange rate FX. Is there any provision for FX changes/adjustments (major/minor) to the base currency over time?

Answer: It is up to you if you wish to include a provision for exchange rate adjustments in your pricing proposal.

Q49. Inflation. Is there any provision for inflation/deflation (major/minor)?

Answer: It is up to you if you wish to include a provision for inflation/deflation in your pricing proposal.

Q50. To what extent may the general sales agent (“Contractor”) tap on CTC’s existing partnerships/relationships; or to what extent do the Contractor’s KPIs steer toward establishing new relations?

Answer: The Contractor will be asked to engage all existing partners/ relationships, as appropriate, based on the approved strategy and marketing and sales program. New relations are also encouraged if they fulfill on the defined goals and KPI’s and this will be an ongoing two-way communication process between the selected Contractor and the Regional Managing Director at the CTC.

Q51. What is the assumed/budgeted level of resources/commitment from CTC for staffing (Canada)? e.g. Provision of additional support staff, office space/facilities and other resources as required; or shall all of such be borne by Contractor solely?

Answer: The selected Contractor will have access to staff in Vancouver that supports the Regional Managing Director for activities. Service units in Canada will also assist with program implementation where deemed appropriate. Support staff is available from the Regional Managing Director’s team for requests in Canada and meetings at HQ and the like. The Regional Managing Director will direct staff on other activities that may assist the Contractor (i.e. access to brand resources, financial direction, and the like). All activities and operations in South Korea including office space rentals, Korean support staff, 3rd party relations for their company to execute the program plan and deliverables as described in Section C, etc. will be the sole responsibility of the selected Contractor.

Q52. What specific KPIs will be used to measure the Contractor’s performance? Will there be any penalties for non-performance? Will there be accelerators/bonuses for exceeding performance requirements?

Answer: The HQ Regional Hub establishes country specific metrics through a balanced score card approach that aligns with the CTC’s corporate scorecard as well as the metrics and deliverables in the final contract. Any items such as penalties/remedies for non-performance or accelerators/bonuses are subject to negotiation. Please note that accelerators/bonuses for exceeding performance requirements is not a standard business practice for the CTC.

Q53. What additional information about CTC’s balance score card (BSC) can be provided to the Contractor?

Answer: The BSC will be shared with the successful Contractor as the measure/targets are confidential to the CTC. There are measures against all channels; media relations and public relations activities, travel trade, and consumer direct activities. Measures that align with the corporate scorecard such as visitation targets, ROI on programs, partner satisfaction, etc. may also be included.

Q54. Subcontractors: Of CTC's \$1m CDN budget for the Operations, is there a specific/budgeted amount for Subcontracting fees?

Answer: No. There is no separate budget amount for Subcontracting fees. The \$1mil CDN budget needs to include all subcontracting fees.

Q55. How should permissions and decision-making powers be distributed between the CTC and the Contractor?

Answer: Not unlike any other working relation, the Contractor is the lead in market reporting to the HQ Regional Hub in Vancouver. Decisions are at the discretion of the Contractor, in consultation with the HQ Regional Hub where needed.

Q56. Overtime: Does CTC agree to pay Contractor for all hours worked or should authorization be ought when work hours and Statement of Work exceed an agreed threshold?

Answer: The annual fee agreed to will be set and is not to change. Any requests for changes must be submitted in writing with a business case as to the rationale as to why. These terms will be outlined in the contract. The purpose of the agreed to set fee is so that all parties are clear on scope and the work hours are established accordingly so that renegotiations are not required. The Contractor is expected to submit a fee that is realistic based on the scope of work described in the NRFP.