



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Customer Experience Architecture, Design & Implementation
Competition Number:	CTC-2015-MM-01
Closing Date and Time:	Wednesday April 29, 2015, 14:00 Pacific Time (PT)
Contracting Authority:	Michael Miszczak 604-638-8336 procurement@ctc-cct.ca

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SECTION A – INTRODUCTION

The Canadian Tourism Commission (CTC) is Canada’s national tourism marketing organization. A federal Crown corporation, CTC leads the Canadian tourism industry in marketing Canada as a premier four-season tourism destination, and supports the Canadian economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, plus the provinces and territories, the CTC works with the tourism sector to maintain our competitiveness and position Canada as a destination where travellers can create extraordinary personal experiences.

CTC’s approach focuses on those global markets where Canada’s tourism brand leads and yields the highest return on investment. CTC is active in 11 key geographic markets: the new and emerging markets of Brazil, China, India, Japan, Mexico and South Korea, as well as the core markets of Australia, France, Germany, United Kingdom and United States.

For further information, please visit <http://corporate.canada.travel/>.

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the “**NRFP**”) is to solicit one or more proposals for the following:

Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal);
Scope 2: User Experience and User Interface Design for the B2C Consumer Site; and
Scope 3: Implementation of the Architecture and Build of the Website.

CTC at its discretion may evaluate proposals singularly that meet each of the objectives defined above or collectively in order to determine which proposal or combination of proposals best meets its requirements. See Statement of Work (Section C) for detailed requirements.

It is CTC’s intent to enter into an agreement with the proponent(s) who can best serve the interests of CTC. At the final outcome of the NRFP process, the successful proponent(s) (“Contractor”) may be required to collaborate with CTC’s other service providers and partners to ensure that public relations and communications services are consistent with CTC’s mandate, brand and corporate strategy.

This procurement process is not intended to create and does not create a formal binding bidding process whereby every proponent is deemed to have entered into a “Contract A” with the CTC. Instead, the process is intended to enable CTC to learn what proponents can offer by way of goods or services in response to the CTC’s Statement of Work. Depending on the number and variety of responses, the CTC will subsequently negotiate with those proposals that best serve its needs, as determined by the CTC.

By submitting a proposal, a proponent agrees to this negotiated process and agrees that they will not bring a claim against the CTC with respect to the award of a contract, failure to award a contract or failure to honour a response to this NRFP.

In summary, this NRFP is issued solely for the purpose of obtaining proposals. Neither the issuance of this NRFP nor the submission of a proposal implies any obligation by CTC to enter into any agreement. The intent of this NRFP is to identify those vendors capable of meeting CTC’s requirements and with whom a final agreement may be negotiated.

A.2 Contract Term

CTC anticipates entering into negotiations with the selected proponent(s) for up to a three (3) year period, with an option to extend on an annual basis by CTC for a total period not to exceed an additional two (2) years, at CTC's sole discretion. CTC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Contractor.

SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS

B.1 Mandatory Criteria Evaluation

To qualify for evaluation, proposals will first be checked against the mandatory criteria set out in Section D. Proponents failing to satisfy the mandatory criteria evaluation will be provided an opportunity to rectify any deficiencies (“Rectification Period”). Proposals satisfying the mandatory criteria during the Rectification Period will be further evaluated as outlined in Section B.2. All proposals failing to satisfy the mandatory criteria after the Rectification Period will be excluded from further consideration and notified as such. The Rectification Period will begin at the closing of the NRFP, and will end within a time period defined by CTC in its sole discretion.

B.2 Desirable Criteria Evaluation

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. CTC’s evaluation committee may be comprised of CTC employees and consultants to CTC who are bound by an agreement of confidentiality with respect to the NRFP process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to CTC Senior Executive.

All decisions on the degree to which proposals and/or presentations/demonstrations (if applicable) meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of CTC.

B.2.1 Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal)

Proponents responding to this section will be evaluated as follows:

B.2.1.a Desirable Criteria Questionnaire (Section E) 40%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 40% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, Presentations/Demonstrations.

B.2.1.b Proposed Pricing (Section F) 20%

Following evaluation of Proposed Pricing, CTC may limit further evaluation to a limited number of the top ranked proposals up to a maximum of the three (3) top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Presentations/Demonstrations.

B.2.1.c Presentations/Demonstrations (Section G) 40%

TOTAL 100%

B.2.2 Scope 2: User Experience and User Interface Design for the B2C Consumer Site

Proponents responding to this section will be evaluated as follows:

B.2.2.a Desirable Criteria Questionnaire (Section E) 50%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 50% or higher (the “Threshold”) will be

evaluated further based upon, but not limited to Proposed Pricing, Presentations/Demonstrations.

B.2.2.b Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, CTC may limit further evaluation to a limited number of the top ranked proposals up to a maximum of the three (3) top ranked proposals (the "Shortlist"). Only those proposals on the Shortlist will be further evaluated based upon Presentations/Demonstrations.

B.2.2.c Presentations/Demonstrations (Section G) 20%

TOTAL 100%

B.2.3 Scope 3: Implementation of the Architecture and Build of the Website

Proponents responding to this section will be evaluated as follows:

B.2.3.a Desirable Criteria Questionnaire (Section E) 50%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 50% or higher (the "Threshold") will be evaluated further based upon, but not limited to Proposed Pricing, Presentations/Demonstrations.

B.2.3.b Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, CTC may limit further evaluation to a limited number of the top ranked proposals up to a maximum of the three (3) top ranked proposals (the "Shortlist"). Only those proposals on the Shortlist will be further evaluated based upon Presentations/Demonstrations.

B.2.3.c Presentations/Demonstrations (Section G) 20%

TOTAL 100%

B.2.4 Negotiations

CTC intends to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(s) up to a maximum of the three (3) highest scored proposal(s).

B.3 Proposal Submission, Intentions, and Questions Instructions

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time ("Closing Time") of **14:00 hours PT, Wednesday April 29, 2015.**

Any proposal received after the Closing Time may not be reviewed by the CTC. The proponent has sole responsibility for the timely submission of their proposal.

Proposals should be in PDF format and should be submitted as per the instructions in B.3.4 below. All proposals received as a result of this NRFP shall become the property of the CTC. The time stamp of CTC's email system shall be the official time for receipt of the proposal.

B.3.2 Intentions

Proponents should indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority by 14:00 hours PT, **Friday April 17, 2015**.

B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, **Friday April 17, 2015**. Questions submitted after this date and time may not be responded to.

If the CTC, in its sole discretion, determines that information generated from any question will be of interest to all, a summary of anonymous questions and answers will be made available to all proponents in the form of an amendment. The source of all questions will be kept confidential.

If a proponent believes that disclosure of a question and response would expose a proprietary aspect of its proposal, the proponent may submit the question with an advisory to the CTC explaining why it should not be included with the posted anonymous questions and answers. If CTC concurs with the request, the question will be answered in confidence and will not be posted. If CTC does not concur with the request, the proponent will be asked to restate the question, and if this is not possible, the proponent has the option to withdraw the question.

B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@ctc-cct.ca and should reference "**NRFP CTC-2015-MM-01, Customer Experience Architecture, Design & Implementation - CONFIDENTIAL**" in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

There is a maximum of eight megabyte ("MB") file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 8 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send. Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

B.4 NRFP Form of Response, Format and Depth

B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form

- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (separate file)

B.4.2 NRFP Format and Depth

This Negotiated Request for Proposals sets out CTC's requirements, desired options and additional considerations. Proponents should prepare their proposals providing a straightforward and detailed description of their ability to satisfy the requirements set out in this NRFP. Emphasis in each proposal should be on completeness and clarity of content, and should correspond to the section numbering set out. Proposals that do not clearly address the requested requirements and/or do not reference the applicable section numbers may be refused for evaluation purposes.

Only material supplied in response to this NRFP and any presentations or demonstrations (if applicable) will be considered and evaluated. Information, proposals or presentations previously supplied to CTC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made that CTC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this NRFP.

B.5 Contractor Performance Management

The CTC is committed to fostering and supporting strong positive relationships with its Contractors to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Contractor's performance during the term of any agreement may be assessed using key performance measures.

Any Contractor who has demonstrated poor performance during either a current or previous agreement with the CTC may be considered as an unqualified proponent and their proposal may be rejected. CTC reserves the right to exercise this option as is deems proper and/or necessary.

SECTION C – STATEMENT OF WORK

C.1 Background

Travelers are moving rapidly between numerous channels and devices when making a travel decision and getting those travelers time and attention is getting increasingly complex.

CTC is looking to earn the attention and time of its international audience(s) by providing traveler centric relevant and orchestrated experiences, wherein the traveler is at the center of the planning and the marketing communications process. To do so, the CTC is looking to develop and enhance its publishing capabilities that support a global content marketing practice, underpinned by customer insights and technology.

The current digital CTC landscape is made up of one (1) B2C website and various B2B websites. The B2C website, targeting travelers is hosted under www.keepexploring.ca and is localized into 12 different versions serving the markets of focus.

C.2 Objective

The existing CTC B2C website provides deep content that adapts to various device platforms and is fully responsive, but its “one-size fits all” user experience and its infrastructure may not be suited to allow CTC to execute its new content marketing and customer-centric strategies (see Appendix 7). Therefore, CTC is issuing this NRFP to develop an engagement design adapted to each of our different B2C target audiences and markets (see Appendix 6).

An engagement design is not about rebranding our consumer website nor is it about redefining what the customer experience may be on that website only, although this is part of it. An engagement design is about engineering the customer experience with our brand beyond the limits of our consumer website. We want to leverage the opportunities offered by technology in different channels and our strong network of partners to provide the customers with an experience that feels natural, personalized, coherent and relevant to them. The aim is a seamless journey across different channels (owned, rented, paid) and spanning CTC websites as well as partner websites.

The engineering of that experience should allow the CTC to collect and store inferred or expressed customer information at every touch point in order to use that information to keep optimizing the customer experience and provide CTC with customer intelligence. This experience should provide travel consumers with the right message at the right time on the right device.

Ultimately, our objective is to:

- a. Turn new B2C visitors into repeat visitors, repeat visitors into engaged users or advocates by delivering in an automated fashion an engaging, personalized digital experience across devices (mobile, desktop, addressable TV, etc.) channels (owned, paid, rented, earned) and networks (partner sites).
- b. Leverage each customer touch-point to increase our knowledge about the customer in terms of content preferences, behaviors and customer profile and use these insights to further personalize and enrich the real-time user experience within our content.

C.3 Scope of Work

Broadly stated, the engagement design is to conceive a “programmable (data-driven)” user experience for our B2C online presence: using real-time systems, rules, and algorithms to automate the delivery of a targeted user-friendly, data-driven customer experience. The users will engage with our brand through paid or non-paid media, our owned or rented properties, and potentially across rented and partners digital properties. We anticipate that a redesign in terms of information architecture, user experience, look and feel **may be required** on our existing B2C website.

The overall scope of work is broken down into three (3) distinct areas with Scope 1 being the primary focus of this NRFP and with the award of both Scope 2 and 3 being entirely at the discretion of CTC. CTC’s preference is for one (1) proponent to provide the entire scope of services, whether through in-house resources or through sub-contracting, however reserves the right to select more than one (1) proponent.

C.3.1 **Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal)**

This refers to the design of the experience delivered to potential and existing travellers to Canada. And the identification of the type linkages required between the different systems to deliver on an automated, programmatic customer experience that extend beyond the realms of the CTC consumer website and that helps deliver on the objectives outlined in section C.2. That will enable the CTC to use real-time systems, rules and algorithms to automate the delivery of data-driven targeted and relevant experiences to consumers not only on CTC main B2C website, but possibly on partner sites and different channels (rented, paid).

Some of the key questions to be addressed within the Engagement Design Development scope:

- Should the customer experience be different based on markets, context (device the customer is on, channel the customer is using, information we have about the customer)?
- What is an experience that brings value to our customer(s)?
- How can we deliver such an experience? What partnerships? Strategies? Tools can we use?
- How can we effectively measure the impact of such an experience? How can we measure it to optimize that impact regularly?
- How can we best utilize our content and partnerships with the tourism industry (commercial partners, destination marketing organizations, media, paid) to be relevant at the right time to the user?
- What kind of customer experience can we build that will allow us to capture data about the customer as they interact with our brand (on CTC site, on partner sites, on social channels, through our advertising ...) and use that data to provide value to the customer?
- What type of technology / workflow / processes / tagging can we put in place to follow customers as they browse different channels (from website to social, from CTC to partner sites and back, on different devices) and span multiple sites, in order to enrich our understanding of their behaviors or preferences?
- How can we make sure that the content/experience served on different devices allow for complementary content/experiences?
- Thinking outside the box, what kind of mechanisms could we use to ensure that the customized delivery of an experience follows through the customer as customer leaves the confines of the CTC website?

C.3.2 **Scope 2: User Experience and User Interface Design for the B2C Consumer Site**

This refers to the design of the user experience and user interface for the CTC consumer B2C site and/or other different digital assets that may need to be built. The design will involve

developing visual concepts, design and the delivery of a high fidelity prototype, final design files and any other necessary material allowing a development team to build the assets.

Key questions to be addressed within the User Interface Design scope.

- What type of content should it publish, in what format and what would the visual interface and flow look like?
- What would the sitemap, information architecture be, based on different markets?
- What does the modular layout look like to allow for the personalization of content across markets?
- What kind of requirements should we ask for to allow for the publishing of content on the site not only on our new website, but on social channels and potentially third-party websites?
- What kind of non CTC channels could the website pull content from?
- Should the experience, content delivered differ by device?

C.3.3 Scope 3: Implementation of the Architecture and Build of the Website

This refers to the build and maintenance of the digital infrastructure identified and required as a result of scope 1.

Key questions/top considerations to be addressed within the Implementation scope:

- What kind of content management system should be used?
- What technology/software licensing is required?
- How can the system integrate with an email marketing system? Digital asset management?
- Possible integration with curating tools;
- System set-up to ensure proper classification of content; and
- System set-up to ensure cross-device and cross-domain user identification and rich analytics based on user behavior and content consumption.

Note: As well, the successful proponent(s) may be asked to respond to additional future scopes of work for CTC that may encompass any type of user experience, design, usability and cross-channel engagement strategy.

C.4 Key Deliverables (but not limited to)

C.4.1 Scope 1 : Strategic Development of a Customer Experience Architecture (Primary Goal)

- Approach for delivering the overall project in a phased approach (project plan, timeline, report to stakeholders);
- Main user flows and interaction flows across channels and digital properties based on personas needs, markets and devices;
- Identification of interactive cross-channel features (if any) that would significantly increase our online impact. Identify techniques infrastructure that allow for the delivery of content to the customer, regardless of the channels, based on customer past behavior and collective CTC (and partners) knowledge of the customer;
- Identify processes, techniques and infrastructure to allow for the collection of customer data and content performance assessment at each touch point;
- Document general system requirements allowing the CTC to select the right technology set to meet the objectives (dynamic CMS, integration with email marketing systems, analytics, bid management systems, two-way APIs with content providers); and
- Identify for the overall scope of work, and based on CTC priorities, budgets and timeline constraints, the key engagement tactics/features to release with a phased

approach to allow the CTC to have the maximum impact in the shortest amount of time.

C.4.2 Scope 2: User Experience and User Interface Design for the B2C Consumer Site

- Modular design allowing for various page layouts and different content served based on users preferences, personas and geo-markets, devices and various other requirements (returning, new users, etc.);
- Use visuals and high fidelity prototypes to ensure understanding of the proposition (including features and benefits), customer journey;
- Interaction flow;
- Features and functionality specifications (use cases);
- User flow;
- Information architecture;
- Sitemap; and
- Wireframes.

Scope 3: Implementation of the Architecture and Build of the Website

- Development and maintenance of the B2C website if applicable and potential different components of the overall engagement design architecture.

C.5 Proponent Performance Requirements

- Deep up-to-date technical knowledge and expertise to help guide us and advise us on the type of tools required to best accomplish our goals and to develop an experience that can actually be built without having to spend a disproportionate number of dollars on technology and implementation;
- Proven track-record developing successful customer-centric strategies;
- Hands-on expert knowledge of digital marketing technologies;
- Hands-on expert knowledge of search engines principles (semantic search) to suggest an infrastructure that makes content easy to find and search;
- A thorough understanding of newest data management technologies such as web analytics tag management systems, data management platforms;
- Knowledge and experience of current Content Marketing Platforms;
- Ability to deliver scope 1 as per timeline identified in C.6 and to manage scope 2 and 3 (if applicable); and
- Core team able to attend meetings in-person in Vancouver, BC.

C.6 Timeline

CTC has a very aggressive timeline and therefore is looking for proponent(s) that can provide a complete requirement for Scope 1 by the end of August 2015.

Forecasted Time Line:

	Apr.	May.	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan	Feb
RFP	x										
RFP negotiations		x									
Strategy work			x	x	x						
Design work						x	x				
Development work							x	x	x	x	x

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

Full compliance with mandatory criteria is required in order for proposals to be further evaluated.

D.1 Mandatory Criteria

D.1.1 Proponents must provide a submission for Scope 1 (Primary Goal) in order to be eligible to submit Scopes 2 and 3. Are you able to comply with this requirement?

Yes

No

D.1.2 During the engagement design phase, the core team must be able to meet in person in Vancouver for scheduled and ad-hoc meetings. Are you able to comply with this requirement?

Yes

No

D.1.3 Proponents must have experience developing digital strategies allowing for the collection of data and personalization of content. Are you able to comply with this requirement?

Yes

No

D.1.4 Proponents must have proven experience developing measurable digital strategies for global brands integrating the strengths of different channels (owned, earned, paid). Are you able to comply with this requirement?

Yes

No

D.1.5 The proponents must have a deep understanding of programmatic technologies? Are you able to comply with this requirement?

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

Proponents should respond to the questions below clearly and concisely. If the proponent is attaching documents as part of their response to a specific question, the proponent should reference and include the attachments in their response.

E.1 Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal)

- E 1.1 Provide a quick overview of your organization, number of years in business, location, strategic core team who would be dedicated to CTC account, experience and strengths of team members, team members availability in Vancouver (1 single sided page);
- E 1.2 Provide an overview of what your organization can bring to the CTC and anything that differentiates your offering (1 single sided page);
- E1.3 Provide an overview of your strategic planning processes (1 single sided page); and
- E 1.4 Select 1 or 2 projects you have worked on to demonstrate your experience and ability to deliver on the following areas (1 double-sided page maximum per project):

- *Design of customer-centric strategies spanning offline/online;
- *Design of digital strategies making use of the latest technologies;

Include all relevant details that would, in your opinion, best convey the strengths of the strategies you have developed, the depth of your knowledge and how relevant you can be to the CTC.

E.2 Scope 2: User Experience and User Interface Design for the B2C Consumer Site

- E 2.1 Provide a quick overview of your organization, number of years in business, location, core team who would be dedicated to CTC account, experience and strengths of team member, team members availability in Vancouver (1 single sided page);
- E 2.2 Outline your experience designing interactive digital interfaces adapted to various markets following a brand standard guideline (1 single sided page or less);
- E 2.3 Provide two (2) links to "live" responsive websites that you designed. Specify your role in designing the site, opportunities and challenges. (1 single sided page or less);
- E 2.4 Specify processes you follow to design a digital property (mobile app, site, website). (1 single sided page or less); and
- E.2.5 Specify the tools and/or processes you use to communicate design, interactivity, "feel" of a website, features to your client and a team of developers. (1 single sided page or less)

E.3 Scope 3: Implementation of the Architecture and Build of the Website

- E.3.1 Outline your experience developing digital properties (years of experience, number of sites developed, main technologies used, size and location of team). Provide a quick overview of your organization, number of years in business, specialized in any technology, subcontractors, size and location of team (1 single sided page or less);

- E.3.2 Provide two (2) links of a "live" website/application" you have developed which showcase the level of complex development your firm can carry out. Please highlight key complex features and technology used. (1 single-sided page or less);
- E.3.3 Provide one (1) example of a web development project you have managed that included the utilization of a content personalization engine. Explain the technology used and highlight key functional requirements for the personalization features; (1 single sided-page or less);
- E.3.4 Provide one (1) example of a "live" responsive website you have developed. (1 single sided-page or less); Describe your involvement, challenges and key learnings;
- E.3.5 Outline your experience integrating various systems together (for example, email marketing with CRM, CMS with a DAM, CMS with a DMP). (1 single sided page or less);
- E.3.6 Outline your experience implementing Google Universal Analytics in tag management solutions (1 single sided page or less); and
- E.3.7 Outline your development processes (1 single sided page or less).

SECTION F – PRICING

Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the NRFP# and name along with company information.

The CTC is constrained by a limited budget; therefore proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this NRFP and as demonstrated through their response.

When evaluating proposed pricing, CTC may consider the total cost of ownership (TCO) associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, and disposal costs. This may also include transition, migration or integration costs which the CTC would be expected to pay. There should be no hidden costs which the CTC discovers at the end of the term.

CTC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

F.1 Proposed Pricing Detail

Hourly Rates

All Proponents are to provide hourly rates for all resources that will be used in providing the scope of work. Describe the role/function, description of the work the resource provides and hourly rate in Canadian dollars.

Proponents are required to use the template(s) provided so that we have consistency with what is provided from all proponents.

Role/Function	Description of Work	Rate/HR

F.1.1 Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal)

Scenario Pilot Program

The CTC recently created a Ski website (<http://ski.canada.travel/>). The purpose of the website is to host content aiming to raise awareness of ski destinations and winter experiences to a US audience, in order to move that audience from awareness to conversion.

You have been asked to develop a strategy to increase the reach of the site's content to a targeted US audience and increase the traffic to partner's offers or more detailed content. Outline the different tasks required to develop the strategy, what resources you would employ and estimated cost per task.

#	Task	Priority	Resource(s)	Effort Estimate in FTE hours per person	Hrly Rate	Extended
Total Scenario Pilot Program Cost						

Example (For illustration purposes only)

#	Task	Priority	Resource(s)	Effort Estimate in FTE hours per person	Hrly Rate	Extended
1	Identify objectives	High	1x Account manager	15	\$150	\$2,250.00
			2 x Strategists	40	\$175	\$14,000.00
Total Scenario Pilot Program Cost						\$16,250.00

F.1.2 Scope 2: User Experience and User Interface Design for the B2C Consumer Site

You have been asked to design a responsive website within the guidelines of an existing brand style guide. The design should be able to adapt to three (3) screen sizes (mobile, tablet and desktop). The design will be comprised of a homepage, 3 landing page templates and one detail page template. Stock photography and videos are provided by the client.

Objective - Outline the phases and milestones leading to the design and delivery of design files and any other material required to build the site. For each phase and deliverable specify the resources involved, hourly rate and typical number of hours.

#	Task	Priority	Resource(s)	Effort Estimate in FTE hours	Hrly Rate	Extended
Total Program Cost						

F.1.3 Scope 3: Implementation of the Architecture and Build of the Website

Your role is strictly to develop, test and release the website in different environments, on CTC servers. The design files and use cases are provided by a design agency. All images and content will be manually entered by a content editor through a CMS. The homepage, landing and detail page have a very similar design as in the pages below, with the same level of content and features.

Section landing page - <http://uk-keepexploring.canada.travel/things-to-do/exp/road-trips-canada/#?galleryItemId=200009228>

Detail page - <http://uk-keepexploring.canada.travel/things-to-do/exp/dinosaur-provincial-park-more-just-park/#?galleryItemId=200009508>

Homepage - <http://uk-keepexploring.canada.travel/>

The website will use an open source CMS (Drupal), will adhere to SEO and accessibility standards; will be released in one language only.

Objective - Outline the phases and milestones necessary to build, test and release the website. For each phase and deliverable, specify the resources required, hourly rate and typical number of hours.

#	Task	Priority	Resource(s)	Effort Estimate in FTE hours	Hrly Rate	Extended
Total Program Cost						

F.2 Payment Discounts

CTC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts.

F.2.1 Indicate your payment terms, and explain any early payment discounts available to CTC.

F.3 Pricing Strategies

CTC may be open to other pricing strategies, incentives, volume discounts or other offerings (e.g. discount structures, etc.) that would benefit CTC. CTC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

F.3.1 Please indicate any other pricing strategies that your company may be willing to discuss with CTC.

SECTION G – PRESENTATION / DEMONSTRATION REQUIREMENTS

G.1 Presentations Requirements

CTC will require proponents, who have made the Shortlist, to give a presentation of their organization and the services being provided specific to the NRFP scope of work being considered. The presentation is to be limited to forty-five (45) minutes in length.

G.1.1 Scope 1: Strategic Development of a Customer Experience Architecture (Primary Goal)

This presentation should cover the following topics:

- Overview of organization, core team, strengths and Vancouver availability;
- Understanding of CTC project scope;
- Overview on what the proponent can bring to the CTC and anything that differentiates the offering;
- Experience in the strategic design of customer centric offline/online experiences across multiple touchpoints and/or channels;
- Knowledge of the current technology landscape;
- Experience in the development of a content marketing strategy for a global brand; and
- Experience managing design and development of digital assets such as websites.

G.1.2 Scope 2: User Experience and User Interface Design for the B2C Consumer Site

This presentation should cover the following topics:

- Overview of organization, core team, strengths and Vancouver availability;
- Understanding of CTC project scope;
- Overview on what the proponent can bring to the CTC and is there anything that differentiates the offering;
- Experience in designing interfaces for a variety of devices, contexts and interactions;
- Experience in documenting business and functional requirements for developers;
- Experience in designing for different markets, taking into account cultural nuances; and
- Understanding of technology and accessibility.

G.1.3 Scope 3: Implementation of the Architecture and Build of the Website

This presentation should cover the following topics:

- Overview of organization, core team, strengths and Vancouver availability;
- Understanding of CTC project scope;
- Overview on what the proponent can bring to the CTC and anything that differentiates the offering;
- Experience in developing dynamic SEO-friendly multilingual websites using a variety of CMS;
- Experience in developing responsive websites; and
- Experience in developing automated personalization features.

Proponents may be required to present on one or all scopes of work depending on their submission.

Presentations for all shortlisted proponents will take place the week of May 11, 2015, in person at the following location;

Canadian Tourism Commission
Suite 1400, Four Bentall Centre, 1055 Dunsmuir Street
Vancouver, BC V7X 1L2

or presentations can be provided by some form of Web-Ex teleconferencing.

All costs associated with the presentation will be the responsibility of the proponent.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit	Friday April 17, 2015, 14:00 hours PT
Deadline for Questions	Friday April 17, 2015, 14:00 hours PT
Closing Date and Time	Wednesday April 29, 2015, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	Week of May 11, 2015 or sooner
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	Monday May 25, 2015
Timeframe for Contract Negotiations	10 business days following notification by CTC

Note: The schedule is subject to change at CTC's sole discretion.

H.2 Interpretation of the NRFP

If a proponent is in doubt as to the intended meaning of any part of this NRFP or finds errors, omissions, discrepancies or ambiguities, questions may be submitted and, if deemed necessary by CTC, an amendment to the NRFP may be issued.

It is the proponent's responsibility to understand all aspects of the NRFP requirements. Should any details necessary for a clear and comprehensive understanding be required, it is the proponent's responsibility to obtain clarification before submitting a proposal.

H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the NRFP cover is authorized by CTC to comment on any portion of this NRFP or the requirements described in this NRFP. CTC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated CTC Contracting Authority.

Making inquiries to an unauthorized person or any attempt to influence the outcome of this process by contacting CTC employees (other than the Contracting Authority), the Board of Directors or government officials will result in immediate disqualification and may result in exclusion from future competitions.

H.4 Accuracy of Information

While the information set out, or referred to, in this NRFP has been prepared and included in good faith, CTC does not give any representation or warranty whatsoever that it is all-inclusive or that it is free of error. Some items may change at any time due to business circumstances.

H.5 Amendments

Information, instructions, modifications, and/or questions and answers may be incorporated by CTC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), CTC may post amendments to BuyandSell, provide to all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

It is the proponent's responsibility to regularly review BuyandSell for amendments to the NRFP that CTC in its discretion may post prior to Closing Time. Such amendments may contain important information, including significant changes to this NRFP. Proponents are responsible for reviewing all amendments and confirm that all amendments issued have been read and included in the Proponent's response (see Appendix 3).

H.6 Modification and Withdrawal

Modifications to, or withdrawals of, a submitted NRFP will be accepted by the CTC by e-mail notice provided that such e-mail is received by CTC before the Closing Time. Modifications or additional information received after the Closing Time will not be accepted except upon invitation and request from the Contracting Authority.

H.7 Period of Validity

Proposals must remain open for acceptance for a period of not less than one hundred and twenty (120) days from the Closing Time.

H.8 Proposal Expenses

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this NRFP, presentations, demonstrations, or the negotiation of any resulting contract, will be the sole responsibility of the proponent and will not be reimbursed by CTC, unless otherwise indicated. All such costs are taken at the sole risk of the proponent. By participating in this NRFP, the proponent agrees to absolve the CTC of any responsibility for the same.

H.9 Language

Proposals may be submitted in either French or English. The working language for the NRFP process and subsequent contract will be English.

H.10 Negotiations

The CTC reserves the right to negotiate contract scope and terms with the top-ranked proponent(s) whose expertise, experience, vision and reputation are judged to best serve the interests of the CTC, hereafter the "Preferred Proponent(s)". Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

The CTC will enter into discussions and negotiations with the Preferred Proponent(s) to reach agreement on the final terms of the Agreement. Negotiations may include requests by CTC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by CTC for improved pricing from the proponent.

Concurrent Negotiations: The Preferred Proponent(s), as established under the evaluation, will be invited to enter into contract negotiations with CTC. CTC intends to conduct negotiations within the Timeframe for Concurrent Negotiations.

At any point in the Timeframe for Concurrent Negotiations, CTC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more Preferred Proponents will be determined following CTC's receipt of best and final offers (BAFO). Final selection will be based upon best overall value to CTC. There will be no legally binding relationship created with any proponent prior to the execution of a written agreement.

H.11 Contract Award

If a contract is subsequently negotiated and awarded to a proponent as a result of this NRFP process, the contract;

- i. should be negotiated within the Timeframe for Contract Negotiations;

- ii. may include, but not be limited to, the general contract terms contained in Appendix 5; and
- iii. will commence upon signature by the duly authorized representatives of the CTC and the successful proponent.

H.12 Debriefing

Upon request, and at CTC's sole discretion, CTC will only provide a debriefing to proponents who met or exceeded the minimum Threshold or Shortlist. All requests must be in writing to the CTC Contracting Authority and should be made within thirty (30) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a stronger proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

H.13 Material Circumstances

A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a CTC employee or Board member of CTC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the NRFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a CTC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the NRFP process (each a "Material Circumstance").

CTC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and CTC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that CTC considers in its opinion would give rise to unfair advantage in the NRFP process, or would otherwise prejudice the integrity of the NRFP process.

H.14 Proponents Not to Promote Their Interest

Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this opportunity.

H.15 Confidentiality

The CTC recognizes the proprietary nature of information that may be contained in response to this NRFP. Proponents must clearly mark and identify those areas of their proposals which contain confidential information. CTC will not use or disclose such confidential information, except for the purposes of evaluating the proposals submitted under this NRFP or as may be required by law, including but not limited to the *Access to Information Act* and the *Privacy Act*.

Proponents shall keep confidential all information received from the CTC and other information developed for the CTC in connection with this competition. Proponents shall not use CTC's confidential information except as required to develop a proposal and presentation in response to this NRFP.

Except as required by law, CTC will not disclose or publish the identity of proponents, nor reveal in any way the substantive information and financial terms contained in any proposal. Only the name of the Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

H.16 Publicity

Proponents must not refer, expressly or by implication, to the CTC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

H.17 No Collusion

By submitting a proposal the proponent represents that its proposal has been prepared without collusion or fraud and in fair competition with proposals from other proponents.

H.18 Law

This NRFP process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia and all applicable federal laws.

H.19 Indemnities

The proponent shall be responsible for and shall indemnify CTC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this NRFP process and all costs associated with those claims, loss and damages.

H.20 Rights of the Canadian Tourism Commission

In addition, CTC reserves the right, in its sole and absolute discretion, to:

- H.20.1 accept any proposal in whole or in part, with the exception of proposals that fail to comply with mandatory criteria, whether or not it is the lowest priced proposal and without prior negotiation;
- H.20.2 reject any, all or part of any proposal that:
 - i. is incomplete, obscure, irregular or unrealistic;
 - ii. fails to meet the objective of the NRFP;
 - iii. fails or omits any mandatory information; or
 - iv. is non-compliant with any requirement of this request;
- H.20.3 not accept any deviations from the stated terms and conditions;
- H.20.4 terminate the process at any time and/or re-issue this NRFP at any time;
- H.20.5 obtain information from the proponents to seek clarification or to verify any or all information provided by the proponent at any time throughout this NRFP process;
- H.20.6 contact references;
- H.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to CTC;
- H.20.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;
- H.20.9 to make an award in whole or in part, including the right to select and contract with more than one proponent to meet the requirements of the NRFP;
- H.20.10 not enter into any contract at all with any proponents responding to this NRFP.

SECTION I: LIST OF APENDICES

APPENDIX	FILE NAME
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1	Proponent Information and Acknowledgement Form
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2	Material Circumstances Disclosure
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3	Amendments
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4	Declaration of Sub-Contractors
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5	General Contract Terms
---	------------------------

6	List Of Markets and Localization Requirements
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7	Content Marketing Strategy
---	----------------------------

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

1) PROPONENT INFORMATION

- a) Company Information - For identification and information purposes only, provide the following information about your company:

Complete legal company name and address:	
Primary business and length of time business established:	
Number of direct employees:	
Nature of company (i.e. sole proprietorship, corporation, partnership, joint venture):	
Primary contact for the NRFP (name, title, phone number and e-mail):	

- b) References - List three customers with similar requirements to those described in this NRFP who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that CTC may contact any of these references. It is requested that proponents refrain from using CTC as a reference in their proposal.

Reference #1:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

The proponent agrees that the information provided in their proposal is accurate and declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. By signing below, the proponent specifically acknowledges that it has read, understood and agrees to the terms of this NRFP.

Executed this _____ day of _____, 2015

Authorized Signature:

Printed Name:

Title/Position:

Company Name:

City:

Address:

Phone Number:

Fax Number:

E-mail Address:

APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM

MATERIAL CIRCUMSTANCE:

CTC requires proponents to disclose all Material Circumstances (as defined in H.13) as an attachment to their proposal.

Check ONE:

No, there are no Material Circumstances to disclose; OR

Yes, there is/are one or more Material Circumstance(s) to disclose and a disclosure statement is attached.

APPENDIX 3: AMENDMENTS

Please confirm that any amendments to this NRFP issued have been read and included in proponent response. List the Amendments included in the response (if applicable).

Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:

APPENDIX 4: DECLARATION OF SUB-CONTRACTORS

The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement.

Sub-contractors will be used to provide the goods and/ or services described in this proposal.

Companies called on as Sub-Contractors to collaborate in the execution of the proposed services.

Name:

Contact Person: _____ Title: _____

Phone Number: _____ Fax Number: _____

E-mail Address: _____

Address: _____

City: _____ Province: _____ Postal Code: _____

Description of services provided: _____

% of services the Sub-Contractor will be providing: _____%

APPENDIX 5: GENERAL CONTRACT TERMS

The following general terms may be required by the CTC in order to be awarded the Work under this NRFP. Specific language for each of these terms will be negotiated between the parties:

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The Contractor will designate key personnel assigned to the CTC file who cannot be changed without the approval of the CTC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to CTC work, if applicable;
5. Service levels for typical work (e.g. commitments for timing from planning stages to campaign launch);
6. All intellectual property created by the Contractor will be the property of CTC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of the CTC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies the CTC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to the CTC without markup, including media placements;
12. Confidentiality clauses to be included;
13. CTC shall be entitled to terminate for convenience upon 60 days written notice and upon payment for any work completed or committed to the date of termination. If CTC terminates the contract or a particular work order for breach, then CTC is not required to pay for the work;
14. CTC approval required prior to Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.

APPENDIX 6: LIST OF MARKETS AND LOCALIZATION REQUIREMENTS

The CTC is, by mandate, committed to publishing content in both English and French where required, but also maintains a broad localized presence on the web and in market. Localized content requirements for the platform include:

Country	Language
Americas	
Canada	English
Canada	French
Mexico	Spanish
Brazil	Portuguese
US	English
Asia Pacific	
China	Mandarin
Japan	Japanese
Korea	Hangeul
India	English
Australia	English
Europe	
United Kingdom	English
Germany	German
France	French

APPENDIX 7: CONTENT MARKETING STRATEGY

OUR VISION FORWARD

To understand how our target travelers interact and engage we need to start from a human truth, consider why travellers would care, and make the Canada Keep Exploring brand matter.

No matter the country, no matter the competition, and no matter the budget, we need to be driven by some fundamental questions as highlighted below:

1) Who is our audience?

Are we creating an emotional connection with them? Providing value? What are we learning (and therefore leveraging) from the work we do?

In this hyper connected world, we're going to become one of the best destination publishers. We will publish stories that connect emotionally with our global customers. And the stories will be integrated into our digital ecosystem; from our social channels, website(s), and 3rd-party websites, into our partners content and platforms and into our marketing material.

Finding and engaging with our audience outside the standard travel channels requires us to shift our approach to content marketing with an emphasis on digital and mobile. We need to evolve from creating travel planning content to publishing inspiring content that invites our customers to follow their passion for travel, adventure, and learning: that human connection.

Our research tells us we have done a good job of inspiring travellers with Canadian icons, but have not moved enough of them over to actively planning a trip here. An Insignia research report says that Canada is inspiring, yes, but not exciting. Not exciting in the sense that Canada offers the travel experiences that motivate people to plan and book a trip, but our audience remains passive in their decision to visit Canada. That's why Canada remains as a "someday" destination in many travellers' minds.

So, we need to publish content that is exciting. Content we know someone will want to share. Content that will move our customers to actively planning their next trip to Canada. Our content marketing plan will help us manage the people, processes and technologies required to make the transformation from passive advertiser to an engaged publisher with a targeted audience.

2) What are the criteria for content?

Shareable

Connects emotionally.

Provides a point-of-view on what Canada is known for – but also looks to surprise and inspire affection for things we are not widely known for...

What are the objectives of our content marketing program?

People need to feel inspired. They thrive to learn something. They must be challenged to re-evaluate their perspective of Canada and see it as a place that reflects their own values as a traveler.

We must aspire to raise the level of competitiveness of Canada as a diverse travel destination by focusing content on experiences that connect emotionally and provide a framework of Canada that is not widely known.

Expand our leadership into digital channels and platforms that are influencing the purchase decision and establish integrated brand platforms to leverage the power of advocacy and content curation.

Deploy consideration and conversion driving content against the path to purchase to grow tourism revenues through targeted content, focused on activities and experiences.

OUR ENGAGEMENT PRINCIPLES

Individual Approach: The appeal and effectiveness of “Mass communication” has diminished dramatically as travelers now demand personal, relevant communication—content from peers and friends, not just branding. And they want more than just to consume that content. They want to participate in it, become a part of it, and share it, feel the emotion of what Canada can offer to the traveller.

Authentic source: It isn’t “our” story. The stories belong to our partners and Canada’s travelers. We just need to publish them so they are consumed by the right audience.

Voice: Real, Authentic. Our stories need to be about real people and told in the first person, their voices and narration whenever possible.

Consistent Character, Adaptable Tone: Our stories should convey Canada’s character, while the tone adapts to specific audiences. CTC’s essential character will never change but through uses of humor and wit, the voices and people will change to best suit the intended audience. We will plan, discover and deliver the perfect mix of emotional, entertaining and utility planning content.

Engage, Activate, Sustain: Content should be compelling and immediately relevant. It will enable and propel the traveler further past consideration, working to build a sustained, affectionate relationship between the traveler and Canada.

Audience: Through content, travelers will know that Canada understands them, is able to meet their specific needs, and represent their values. Great editorial content focuses and understands its intended audience.

OUR AUDIENCES

Building, nurturing and consistently promoting a national tourism brand that strikes an emotional chord with travellers is at the core of how the CTC differentiates Canada in the global marketplace.

Canada is only one voice in the destination dialogue and for it to be heard, we should focus our content efforts on those whom we recognize as the most engaged and influential to our audiences.

With a focused audience approach our content marketing efforts can be scaled up to deliver more content with greater frequency and with more meaningful insight.

As we lean towards relying on the advocacy of our audiences to create and share their experiences, our priority audience focus will be on those who are natural social content creators and influencers; open, accepting, enthusiastic, creative, responsible, interested, extroverted, fun-loving, adventurous and curious.

TRAVELLER SEGMENTS

1. THE LEARNERS

This group represents 35% of the global market and contains the following EQ types: Cultural Explorers, Authentic Experiencers.

The *Cultural Explorer* is an avid traveller who values learning and discovery while travelling. They don't want to feel like a "tourist," preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules.

The *Authentic Experiencer* is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see and when they see it.

Core Travel Motivations

Cultural Immersion: Appreciate opportunities to absorb and interact with the local culture, often in an authentic, understated manner.

Unstructured Travel: A desire for adventure, discovery and exploration that can only be achieved by travelling spontaneously. They do not want to be constrained by pre-determined plans or itineraries, and are not concerned about missing popular tourist destinations.

Nature: Preference for destinations with a beautiful landscape and wildlife to observe. Often enjoy activities set in nature like biking through a park or hiking in the mountains.

Hobbies: This segments is most likely to have personal interests and hobbies that will motivate learners to travel to destinations that feature them.

2. ENTHUSIASTIC INDULGERS

This group represents 15% of the global market and contains the following:
EQ types: *Free Spirits*

The *Free Spirit* is the traveller's traveller...they seem to love everything about travel and as in life, they embrace the experiences it offers with arms wide open.

They follow an energized approach to life and their enthusiasm for travel. Free Spirits are more likely to find many activities appealing to do on a long-haul vacation than most other types. They seek to travel in style and relish being indulged and pampered.

Core Travel Motivations

Hedonistic Rejuvenation: As a segment, Free Spirits' appreciate being pampered while on a vacation so they are free to indulge in all the pleasures they like. This is their way of relaxing and unwinding.

Luxury Travel: A differentiating travel motivation for this EQ type, Enthusiastic indulgers seek out the finest accommodations, restaurants and shopping.

Share Experience Group Travel: They enjoy showing off and having fun with others while on the road and relish sharing their travel memories with others.

Checklist/Samplers: Prefer to visit must-see and famous sites and will try their best to see them all.