



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Global Tourism Watch Survey
Competition Number:	DC-2016-MM-05 NRFP Global Tourism Watch Survey
Closing Date and Time:	Friday May 20, 2016, 14:00 Pacific Time (PT)
Contracting Authority:	Michael Miszczak Procurement Advisor 604 -638-8336 procurement@destinationcanada.com

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SECTION A – INTRODUCTION

The Canadian Tourism Commission ("CTC"), doing business as Destination Canada ("DC"), is Canada's national tourism marketing organization. A federal Crown corporation, CTC supports the Canadian tourism industry by 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 travelers 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 12 key geographic markets: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom, United States and Canada.

For further information, please visit <http://www.destinationcanada.com>

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the "NRFP") is to solicit proposals from qualified suppliers to conduct quantitative research services in relation to the Global Tourism Watch ("GTW") survey. See Statement of Work (Section C) for detailed requirements.

It is CTC's intent to enter into an agreement with the proponent who can best serve the interests of CTC. At the final outcome of the NRFP process, the successful proponent ("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 three (3) years, with an option to extend on an annual basis by CTC for a total period not to exceed another 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	Desirable Criteria Questionnaire (Section E)	70%
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Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 70% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing.

B.2.2	Proposed Pricing (Section F)	30%
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	TOTAL	<u>100%</u>
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B.2.4	Negotiations	
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CTC intends to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(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, Friday May 20, 2016**.

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 Questions

Proponents may submit questions via e-mail to the Contracting Authority until **14:00 hours PT, Wednesday May 11, 2016**. 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.3.3 Intentions

Proponents must indicate if they intend to submit a proposal (“Intent to Submit”) via e-mail to the Contracting Authority by **14:00 hours PT, Friday May 13, 2016**. Upon receiving an Intent to Submit email from a proponent, CTC will forward a version of the current questionnaire to the proponent. The questionnaire is required for review as part of SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE, Question E.2.9. This is a mandatory requirement as stated in SECTION D – MANDATORY CRITERIA QUESTIONNAIRE, D.1.1.

B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**NRFP DC-2016-MM-05 NRFP Global Tourism Watch Survey - 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.

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by CTC in the evaluation process and should not be used. Therefore, any information provided for evaluation should be included in your written proposal.

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

As a national tourism organization, the CTC promotes Canada as a desirable destination and supports the Canadian tourism sector. A federal Crown corporation of the Government of Canada, our mandate is to work with the Canadian tourism industry and provincial and territorial governments to promote Canada as a premier tourist destination, grow tourism export revenue for Canada, grow tax revenue, support the creation of jobs and increase the global competitiveness of Canada's travel and tourism sector.

To do so, we promote Canada's extraordinary experiences in 12 markets – Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, the UK, the US and Canada.

The CTC, along with a partnership group, has been executing a program of standardized quantitative surveys, called the Global Tourism Watch (GTW), since 2007. The purpose of the GTW is to be a brand monitor, tracking changes in consumer awareness, perceptions and expectations of Canada on a trended basis, as well as collect market intelligence that assists the CTC in directing marketing activities. This global research project is expected to begin in June 2016.

C.2 Overview

In 2007, the CTC launched a new brand identity to ignite the imagination of travelers around the world, inviting them to create extra-ordinary stories of their own in Canada. Research was required to track how the brand was "coming to life"; how it was resonating with customers during its initial entry into key markets, and in the years following.

Primary consumer research, spearheaded by the GTW, provides key indicators of the customer perspective, which, in combination with other measures, provides support in the progress towards the CTC's goal to increase tourism export revenue.

Standardized quantitative research is required to gather consistent market intelligence in all key markets on a regular basis. This research, the GTW, has:

- Assisted the CTC in "keeping a pulse on the market" -- tracking consumer changes from year-to-year – to assist in directing marketing activities;
- Provided business intelligence for the CTC to develop one-to-one relationships with customers as the research findings provided strong learning about the customer – who they are, which Explorer Quotient® (EQ)¹ group (Free Spirit, Cultural Explorer, Authentic Experiencer, etc.) the consumer belongs to, and what their travel preferences were; and
- Identified opportunities and challenges in the markets of focus from year to year which assisted in fine-tuning strategic direction for CTC and partner marketing.

C.3 Objectives

The specific research objectives include, but are not limited to the following:

- Tracking year-over-year KPIs for Canada and competitive destinations including:
 - Awareness (aided and unaided);
 - Aided consideration/interest;
 - Aided recommendation; and

¹ See Appendix 6 – GLOSSARY OF TERMS Explorer Quotient® (EQ)

- Aided Path to Purchase²
- Using Explorer Quotient® (EQ) to segment respondents in validated markets
- Identifying and quantifying image perceptions of Canada as a travel destination
 - Monitoring and understand changes in the perceptions of Canada; and
 - Monitor differentiating selling points/product features
- Determining the travel motivators and barriers for Canada
 - Level of importance of each motivator / barrier
- Track sources of travel motivation and influences
- Tracking travel intentions – likelihood of visiting Canada and competitive destinations
 - Including specific destinations in Canada
- Understanding past travel to Canada
 - Frequency of visitation, destinations visited, connecting US itineraries
- Exploring topical and/or region specific questions in each market

**Some or all of these topics may be explored in markets on an annual basis, depending on the business needs of the CTC and its partners.*

C.4 Scope of Work

Current GTW Markets

Include: Canada, Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, the UK and the US.

Note: Over the term of the contract, additional markets of interest could be identified. CTC reserves the right to open negotiations and provide contract amendments should additional markets be added.

Screening Criteria

The sample will focus on leisure travellers (vacation or holiday trips, Visiting Friends or Relatives (VFR), combined Business and pleasure) from key markets defined as:

- Those 18 years or older;
- For overseas countries: Those who have taken a long-haul pleasure trip of four or more nights, staying at least one night in paid accommodation. For the requested sample, the long-haul definitions for the current key markets are:
 - France, Germany, UK – Trips outside of Europe, North Africa, and the Mediterranean.
 - Mexico – Trips outside of Central America and the Caribbean.
 - China, Japan, South Korea -- Trips outside of Korea, Japan, and China.
 - Australia – Trips outside of Oceania.
 - Brazil – Trips outside South America
 - India – Trips outside South Asia (including Bangladesh, Pakistan, Sri Lanka and other Islands in the Indian Ocean area) and the Middle East.

¹ See Appendix 6 – GLOSSARY OF TERMS Explorer Quotient® (EQ)

² See Appendix 6 – GLOSSARY OF TERMS Path to Purchase

- For the US: Passport holders who have taken an overnight pleasure trip in the past 3 years to a destination other than their state of residence, and staying at least one night in paid accommodation;
- For Canada: Those who have taken an overnight pleasure trip in the past 3 years to a destination other than their province of residence, and staying at least one night in paid accommodation; and
- Include those who have travelled to either Canada or other countries in the past 3 years, as well as those who did not travel in the last 3 years, but who are planning a long-haul trip (or an overnight trip out of state/province for US/Canadian travellers) in the next 2 years.

Sample Sizes

- Canada n = 3000 (incidence 23%)
 - British Columbia (n=667)
 - Alberta (n=667)
 - Manitoba/Saskatchewan (n=667)
 - Ontario (n=667)
 - Quebec (n=667)
 - French 80% (n=534)
 - English 20% (n=133)
 - Atlantic (n=667)
 - French 10% (n=67)
 - English 90% (n=600)
- US n = 3000 (incidence 45%)
 - US Border Areas n=1000
 - US Near-Border Areas n=1000
 - US Southern Areas n=1000
- France n = 1500 (incidence 20%)
- Germany n = 1500 (incidence 15%)
- UK n = 1500 (incidence 18%)
- Mexico n = 1500 (incidence 32%)
- China n = 2200 (incidence 50%)
- Japan n = 1500 (incidence 7%)
- South Korea n = 1500 (incidence 41%)
- Australia n = 1500 (incidence 24%)
- Brazil n = 1500 (incidence 29%)
- India n = 1500 (incidence 36%)

Note: estimated incidences calculated from average of GTW waves from 2012 to 2015; US incidence estimated according to a new screening definition

- Proponents should also provide their suggested sample size (if it differs from the samples above) and provide associated costs.
- US Border Areas
 - Idaho, Maine, Michigan, Minnesota, Montana, New Hampshire, New York, North Dakota, Vermont, Washington
- US Near-Border Areas
 - Connecticut, Delaware, District of Columbia, Illinois, Indiana, Iowa, Maryland, Massachusetts, New Jersey, Ohio, Oregon, Pennsylvania, Rhode Island, South Dakota, Wisconsin, Wyoming
- US Southern Areas

- Alabama, Alaska, Arizona, Arkansas, California, Colorado, Florida, Georgia, Hawaii, Kansas, Kentucky, Louisiana, Mississippi, Missouri, Nebraska, Nevada, New Mexico, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Utah, Virginia, West Virginia
- In China, the sample is to be restricted to the cities where Canada is permitted to market to travellers under their Approved Destination Status (ADS) – Beijing, Shanghai, Guangzhou, Shenzhen, Chengdu, Shenyang, Hangzhou, Suzhou, Xian, Qingdao, Nanjing – with the sample evenly split across the eleven cities.
- In Mexico, the sample is to be restricted to the three largest cities where most long-haul travellers reside – Mexico City, Guadalajara, Monterrey. Again, the sample will be split evenly across the three cities.
- In India, the sample is to be restricted to the following cities where most long-haul travellers reside – Mumbai, Delhi, Chennai, Kolkata, Hyderabad, Bangalore. Again, the sample will be split evenly across the six cities.
- In Brazil, the sample is to be restricted to the following cities where most long-haul travellers reside – Salvador, Brasilia/ Distrito Federal, Recife, Fortaleza, Sao Paulo, Rio de Janeiro, B. Horizonte, Curitiba, and P. Alegre. Again, the sample will be split evenly across the nine cities.

Past Canada Traveller Quotas

A quota of travellers from the key markets who have visited Canada in the last three years is required.

- US Border Areas: n=450 (incidence 22%)
- US Near-Border Areas: n=350 (incidence 18%)
- US Southern Areas: n=250 (incidence 10%)
- France: n=300 (incidence 9%)
- Germany: n=300 (incidence 6%)
- UK: n=300 (incidence 10%)
- Mexico: n=200 (incidence 10%)
- China: n=200 (incidence 3%)
- Japan: n=200 (incidence 6%)
- South Korea: n=200 (incidence 5%)
- Australia: n=200 (incidence 6%)
- Brazil: n=200 (incidence 1%)
- India: n=200 (incidence 7%)

Note: estimated incidences are within target sample population

Pulse Checks

Proponents are asked to provide options to monitor key KPIs between GTW surveys in all markets, within the defined target. The purpose of the pulse check is to provide CTC with a means to assess performance and inform decision making between regular GTW waves. The approach can consist of smaller base size waves or other innovative solutions to obtain intermittent pulse checks; the proposed approach should assume a maximum 10 minute questionnaire length, include timing, sample size, methodology and cost.

Weighting

Data will be weighted on leisure traveller populations. Historically, CTC has run an omnibus in each market to determine weighting proportions; these omnibuses were last conducted in 2013 for China and 2010 for all other markets. There is a need to update these proportions to reflect current traveller populations among the general population, as defined in the “Screening Criteria”

section above. The proposal should include costs for updating weighting proportions in all markets; proponents should suggest alternative approaches if not omnibus.

Methodology

A questionnaire will be administered in all markets, preferably using online methodology.

- Proponents to provide rationale for methodology chosen in each market, in addition to any alternate options and additional costs considerations in each market.
- If online methodology, there is preference for providing a range of respondent accessibility options. Proponents to outline options for broadening respondent accessibility to surveys using technologies such as mobile, tablet, and other relevant capabilities in each market.

Sample Sources

Historically, GMI panel has been used as the main panel source; however, deviation from GMI will be considered moving forward. There is preference for providing sample capabilities from panel sources and non-panel sample sources.

- Proponents should outline potential sample sources in each market, including any panel and non-panel sample capabilities.
 - For non-panel sources (e.g. river sample or other proprietary resources), proponents must outline both pros and cons of utilizing the source as well as efficacy of the source.
- Proponents should also demonstrate ability to provide continuity of sample sources over the term of the contract.

Questionnaire

Proponents are requested to provide three (3) main suggestions on how to enhance the current questionnaire. (Questionnaire to be supplied upon meeting the mandatory requirement as stated in SECTION D – MANDATORY REQUIREMENT QUESTIONNAIRE, D.1.1. The questionnaire will be sent in English language; if a proponent requires a French version of the questionnaire, they must state this in the Intent to Submit email.)

- There is a desire to reduce the length of the questionnaire; the focus is to keep a core set of questions that are related to the Canada brand and are important components to year-over-year tracking and informing marketing strategy.
 - Metrics that are slow moving can be considered in a module inserted every other year.
 - Metrics that are not within scope of a brand monitor can be considered for removal.
 - Of note will be a change in focus for the US market to concentrate on domestic US competitors instead of the current international competitive set
- Proponents are responsible for the translation of the questionnaires in all markets.
- Proponents are requested to provide costing for questionnaires of 15 minute, 20 minute and 25 minute lengths.

Analysis

Proponents should outline their approach to analysing results.

- Where possible, CTC is interested in receiving analysis based on trended data with longitudinal views.
- CTC is also interested in looking at Canada's position within each market as well as in the overall leisure travel landscape – that is, an ability to look at trends globally across DC markets as well as within markets.
- Proponents should also highlight any statistical capabilities that will allow them to uncover actionable insights within the data.

Innovation & Value Added

Considerations will be made for value-added, innovative methodologies/approaches, links to external data sources/models, etc., that will benefit overall analyses while fitting in with the overall objectives of the GTW. Please note that this is not a requirement of the proposal.

Field Timing

Fielding is to begin in June 2016 with similar timing to occur annually in each subsequent year.

C.5 Deliverables

The successful proponent will provide the CTC with the following annual deliverables for each market:

- Finalized questionnaires in English and in each local translated language;
- Complete sampling plan including list of potential panel suppliers;
- Test links for review;
- Reporting link for live field updates/unweighted results;
- Topline report (in English in Word and/or PowerPoint format);
- Draft report (in English in Word format);
- Final report (in English in Word format);
- A deck of key highlights and year-over-year changes (in English in PowerPoint);
- Global summary: An executive summary identifying any trends, issues, considerations across multiple countries or regions;
- Data file in SPSS format (merged to combine data across tracking years within each market); and
- Data tables (in Excel format).

C.6 Schedule

Key annual milestones include:

- Project kick-off;
- Questionnaire finalized and approved;
- Field work preparation (translation of questionnaire, programming, pre-testing);
- Fieldwork – expect fieldwork to begin June 2016;
- Top-line results three weeks following completion of fieldwork in each market;
- Draft report three weeks following receipt of topline results in each markets;
- A comprehensive project summary and a final report to be produced 3 weeks following receiving comments from the CTC: and
- The project summary should include strategic considerations for the CTC, along with analytical interpretations of the research findings supported by charts and graphs.

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 The proponent must indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority as indicated in the cover page of this NRFP by **14:00 hours PT, Friday May 13, 2016** in order to receive a version of the current questionnaire. This questionnaire is required in order to answer Question E.2.9 in SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE. In addition the questionnaire will be provided in the English language. Please indicate if you wish this to be provided in French. Have you complied with this requirement?

Yes No

D.1.2 The proponent must be a legally incorporated firm and an established business operating for a minimum of five (5) years. Are you able to comply with this requirement?

Yes No

D.1.3 The proponent or the proponent's proposed Senior Consultant must have a Certified Marketing Research Professional (CMRP) designation. Are you able to comply with this requirement?

Yes No

D.1.4 The proponent must have previous experience in primary tourism research in a range of markets whose mix would include a combination of markets from Europe, Asia / Pacific and North America. Are you able to comply with this requirement?

Yes No

D.1.5 The proponent must have demonstrated ability to provide services in the following languages: English, French, German, Spanish, Portuguese, Hindu, Mandarin, Japanese and Korean. Are you able to comply with this requirement?

Yes No

D.1.6 The proponent must provide the resumes of all professionals referred to in the NRFP, including specificity in terms of academic and career development. 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 the attachments in their response.

E.1 Personnel and Experience

E.1.1 Please provide an overview and history of your company and also include the following information:

- Legal Name of Proponent
- Address
- Telephone Number
- Fax Number
- Email Address
- Office and branch locations

A consortium consisting of more than one proponent is acceptable if the proponents are able to provide one consistent contact point for all communication. Uniformity among proponents will be expected in terms of project management, methodology, look and feel, analysis, etc.

E.1.2 Please identify the Key Personnel your firm intends to offer to achieve CTC's objectives. Include a profile of each Key Personnel who may be assigned to CTC's account, which includes relevant skills and experience, education, credentials, areas of expertise, and any relevant awards / industry recognition received.

Please also describe your plan to provide the CTC with at least the same level of service provided by the Key Personnel if, in the case the Key Personnel have left your organization or become involved with other accounts.

E.1.3 Please provide the name and experience of the senior consultant and the name of a back-up -- both identified and described above -- to act as a liaison officer for the project.

E.1.4 Please provide a description of three (3) quantitative research projects undertaken since 2011 that demonstrates how your organisation has provided services similar to those described in Section C – Statement of Work. Project team composition in these previous research projects being comparative to the team being proposed by the Proponent is an asset. Proponents are encouraged to mention a project only once and to make cross-references to persons and projects, to the extent possible, so as to reduce the length of the offer document.

Proponents are also encouraged to select projects described in their proposal with care. Higher marks will be given to projects relevant to this request for proposal. The relevant characteristics (in order of importance) are:

- a) Quantitative research studies conducted in a combination of Asian, European and North American markets;
- b) The role of the Key Personnel; and
- c) Relevancy of the approach of previous projects to the CTC's requirement.

The projects are to be described clearly and include the following information:

- Project Title;
- Date (month / year);

- Client name and contact information;
 - Research subject matter;
 - Methodology (including scope, geographical location, sampling size and method); and
 - Team members (names and tasks).
- E.1.5 Please provide a description of the in-market firm, the firm's experience in quantitative research, and the names and tasks of key members of the in-market firm involved in the project.

E.2 Approach and Methodology

- E.2.1 Please demonstrate your understanding of the issues facing:
- The tourism industry in Canada and globally (for example, challenges, opportunities, and trends);
 - International outbound travel and travellers from international key markets in general and to Canada; and
 - Travel motivations and the role of brands along with touch-points the path to purchase in shaping perceptions.
- E.2.2 Please demonstrate your understanding of the objectives and scope of work.
- E.2.3 Please demonstrate your ability to provide services in the local language within each market. Note: The fieldwork in India will be conducted in the English language.
- E.2.4 Proponents are required to provide a detailed description of the proposed approach and methodology including how the project will be managed.
- a) Proponents are expected to provide details regarding sample selection. If an online survey is suggested, which is the preferred option, the Proponent will provide details on the online panel to be used as well as the rationale regarding using an online survey. If face- to-face interviewing is suggested, the Proponent will provide details as to how respondents will be chosen, where they will be interviewed and number of call backs (if applicable). If telephone interviewing is suggested the Proponent will describe the number of telephone interviewing stations available, scheduling, number of call backs and sampling methods.
- b) For online sampling:
- Proponents are asked to describe any technologies available for increased accessibility options (e.g. mobile, tablet capabilities);
 - Proponent are also asked to describe the type of data or information available from the respondent profiles collected by the online panel supplier that can be appended to the GTW survey data;
 - For non-panel sources (e.g. river sample or other proprietary resources), proponents are required to outline both pros and cons of utilizing the source as well as efficacy of the source;
 - Proponents to provide a five year vision/outlook for online sampling, identifying any potential challenges and outlining what the Proponent intends to do to address any expected challenges; and
 - Proponents are required to demonstrate ability to provide continuity of sample blend over the life of the contract.

- c) If face-to-face or telephone interviewing is contemplated: Proponents are expected to describe interviewer training and supervision, interview verification procedures, procedures used to collect and code open ended questions, methods for controlling response bias and other quality control mechanisms.
- E.2.6 Please provide a detailed outline of your firms proposed project management plan, including schedules and milestones.
- E.2.7 Please identify any major difficulties anticipated, including possible solutions. Please include issues and solutions as it pertains to conducting fieldwork and analysing results from emerging markets such as India, China, Brazil and/or any other countries where the proponent has faced difficulties.
- E.2.8 Please provide an overview of the analysis proposed and include a discussion about the relevance of the analysis versus the objectives.
- E.2.9 Please provide three (3) main suggestions on how to enhance the current questionnaire. Note: Upon receiving an Intent to Submit email from a proponent, CTC will forward a version of the current questionnaire to the proponent as stipulated in SECTION D – MANDATORY CRITERIA QUESTIONNAIRE.
- E.2.10 Proponents must clearly describe the proposed tasks of each key member of the project team, and for each key team member, include the allocation of each member's time in hours for each major activity. The areas of research design, fieldwork, analysis and reporting should be covered.

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 shall 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

All pricing should be quoted in **Canadian Dollars (CAD)**, with applicable taxes and expenses shown on a separate line item.

A. Pricing template for GTW survey across all markets

Market	Pricing Per Year of Tracking			Total Pricing For Three (3) Years of Tracking		
	15 minutes	20 minutes	25 minutes	15 minutes	20 minutes	25 minutes
Canada (n=3000)						
USA (n=3000)						
UK (n=1500)						
France (n=1500)						
Germany (n=1500)						
China (n=2200)						
Japan (n=1500)						
South Korea (n=1500)						
India (n=1500)						
Australia (n=1500)						
Mexico (n=1500)						
Brazil (n=1500)						
Project Management						
Data Analysis						
Reporting						
Taxes						
Total Cost						

B. Pricing template for optional pulse checks across all markets with maximum 10 minute questionnaire length

Market	Pricing Per Pulse Check	Pricing For Two (2) Pulse Checks (between annual GTW waves)
Canada		
USA		
UK		
France		
Germany		
China		
Japan		
South Korea		
India		
Australia		
Mexico		
Brazil		
Project Management		
Data Analysis		
Reporting		
Taxes		
Total 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 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 / Demonstrations Requirements

There are no presentations / demonstrations required in this NRFP.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Deadline for Questions	Wednesday May 11, 2016 , 14:00 hours PT
Intent to Submit (*)	Friday May 13, 2016 , 14:00 hours PT
Closing Date and Time	Friday May 20, 2016 , 14:00 hours PT
Presentations of Shortlisted proponents (if required)	TBA (if required)
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	~Week of May 30
Timeframe for Negotiations	5-10 days following notification by CTC

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

(*) Upon the Contracting Authority receiving an Intent to Submit email from a proponent, CTC will forward a version of the current questionnaire to the proponent. The questionnaire is required for review as part of the desirable criteria in SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE, Question E.2.9. Please note that the Intent to Submit is a mandatory requirement. The questionnaire will be sent in English language; should a Proponent require a French version of the questionnaire, they must state this in the Intent to Submit email.

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 www.buyandsell.gc.ca 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 APPENDICES

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

6	Glossary of Terms
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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 _____, 2016

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

If applicable, the proponent should submit a list of sub-contractors it intends to use in providing the services described in this NRFP by completing the Declaration of Sub-Contractors, for approval by CTC. CTC reserves the right to withhold approval of such sub-contractors.

The proponent is responsible for supervising and coordinating all projects and/or services that they may delegate to the sub-contractors to ensure the services are provided to CTC in a seamless manner.

Indicate the quality control measures and contract resolution processes you have in place for 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: GLOSSARY OF TERMS

Path to Purchase Model

When making an actual travel purchase, consumer behaviour can be broken down into different steps that, when followed sequentially, trace a path from the consumer first hearing about the destination through to the actual point of purchasing an experience. The CTC has developed a “path-to-purchase model” to illustrate this process and to track Canada’s tourism brand performance at every stage of consumer decision-making. Analysis of the seven-step model enables us to compare the brand in all markets and focus marketing activities to address the weak links in the chain. For example, Canada finds its greatest challenge at the “creating a vacation movie” stage, which involves inspiring consumers to begin imagining themselves as actually having an experience. Regardless of the market, Canada loses roughly 50% of its audience at this juncture. Of those consumers that do move beyond this stage, many never progress to the next important step of planning an itinerary. This blockage between consideration and itinerary planning is one that marketing can influence. Shifting desire to intent is a major hurdle for any destination marketer and seller to surmount: the path-to-purchase model allows for a more targeted approach to guide travellers along the path to purchase.

Explorer Quotient®

The idea behind the Canada “Keep Exploring” brand is to speak to the curious traveller, inviting them to live a life less ordinary in a land defined by a spirit of geographic, cultural and personal exploration. While we still use traditional demographic tools to find our audience, we now have a more sophisticated tool for connecting with those consumers who will be most receptive to our message. This proprietary social segmentation model is called the Explorer Quotient® (EQ). It allows us to understand not just how people travel, but why they travel. The EQ model segments consumers into nine types. Each type has its own psychographic profile, giving us much richer insight into consumer behaviours and preferences compared to demographic-based models. Using the EQ model, we can talk to travellers in their own language, matching their needs and desires with truly unforgettable and relevant Canadian experiences.

Additional information is available on the CTC corporate website: <http://en-corporate.canada.travel/resources-industry/explorer-quotient>