



Canadian Tourism
Commission

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Negotiated Request for Proposal DC-2016-NK-05 Global Paid media agency addendum #1

NRFP #DC-2016-NK-05 Global Paid Media Agency

Close Date/Time:

August 11, 2016
14:00 hours
Pacific Time

Issue Date: August 4, 2016 **From:** CTC Procurement

To: All Vendors **E-mail:** procurement@destinationcanada.com

Below are answers to question(s) submitted in regards to the above noted NRFP as of July 28, 2016.

1. **Reference Section C-C1.1: Could we please have credentials into the Brand Canada Library?**

Answer: We are happy to grant you access to the Brand Canada Library. The following are the login credentials:

URL: <https://www.brandcanadalibrary.ca/en/index.jsp#>

You will need to create an account and then access will be given immediately.

2. **Section B.3.2 states that the webinar "will take place on July 22, 2106" and "will start promptly at 13:30 hours PT." We attempted to attend the Webinar on at that date and time but only saw the following screen. Is there a new time and date for the Webinar?**

Answer: We apologize if your organization had difficulty accessing the Webinar. While we will not be conducting another one, you can view the PDF of the presentation here;

<https://buyandsell.gc.ca/procurement-data/tender-notice/PW-16-00739967>

3. **What is budget allocated to this RFP, and is that budget decided by the Stakeholders?**

Answer: Please refer to slide 49 in the presentation from the webinar. The budget can increase if we have more money co-invested by stakeholders but DC allocates the investments.

4. **Does DC prefer to work with a Canadian media agency only or does it accept bids from agencies within the US?**

Answer: DC is open to working with agencies located anywhere in the world. However, successful proponents must ensure the following:

- The team assigned to DC's US account is able to support our DC HQ office (Vancouver) every weekday between the hours of 9am to 5pm PT;
- The team assigned to DC's non-US core markets (UK, Germany, France and Australia) is able to support our UK office between the hours of 9am to 5pm BST; and
- The team assigned to support DC's social team (based in Vancouver but addressing opportunistic activities within European and Australian markets) be available between the hours of 9am to 5pm PT.

5. How important do you view having a permanent office or staff in Vancouver to the outcome of this response?

Answer: It is not imperative that the successful proponents have a permanently staffed Vancouver office. However, as mentioned previously, we require you to work within the time zones enumerated in the response to question 4. Please note we envision we'll meet in person several times per year for planning purposes.

6. Reference to Section G: Do you have a preference as to which office (Toronto or Vancouver) will lead the account? We are open to creating a bespoke approach for Destination Canada in either office or a combination of the two.

Answer: DC is headquartered in Vancouver with an in-market office in London. Accordingly, we require that successful proponents align their schedules with our weekday work hours of 9am to 5pm PT to support US markets and 9am to 5pm BST to support our non-US core markets. A Toronto presence may afford us the opportunity to occasionally meet in person within that location, however, the majority of the interaction will be conducted out of our Vancouver and London offices and within those respective time zones.

7. What city is the ideal location for your central agency team to be located in? Toronto? Vancouver? Montreal?

Answer: We are seeking the right partner and are not concerned with where your offices are located as long as you can work within the time zones defined in the response to question 4, and can meet in person in Vancouver several times a year for planning purposes.

8. On page 1, Section A. 1 Purpose and Intent – You refer to the possibility of there being multiple agencies awarded. Would the criteria for that decision be based on region (country) or another criteria?

Answer: Our criteria for working with multiple agencies is not related to geography. Rather, it has to do with the specific scope of services different agencies provide. We reserve the right to work with multiple agencies should they have different subject matter expertise.

9. Reference Section C: Under the scope of work, can you clarify media spend in the emerging marketing? The spend is listed as range between \$500,000 to \$1.5 million, how is it broken out between DC current active 11 key geographic source markets? How do

you measure Canada's Tourism brand leads and return on investment currently? Also, is this a total amount? Can the numbers be broken down by country and by media type (ie: TV, print, digital, social, etc)

Answer: For confidentiality purposes, we cannot elaborate on our historical budgets.

10. Would you be able to tell us, are you currently doing any cross channel attribution modeling? What is the attribution model related to Team Canada partners?

Answer: DC's attribution modeling is in its infancy. We wish to partner with an Agency who can guide us to a better understanding of the customer journey and path to conversion.

11. Does your current media agency purchase all media channels from Canada? Could you please share your current media investment by channel?

Answer: We are currently working with multiple media agencies. Investment per channel varies based on market, programs and partnerships. In general, we maintain paid search and paid social activities year round, with heavy up periods when we invest into more channels, such as programmatic display, content discovery platforms, video networks, etc..and offline when the budget and opportunity is right.

12. Reference to Section G: Are we required to submit media placement fees if we are not recommending that remuneration structure? Please elaborate by providing further details.

Answer: If your agency does not intend to charge any media placement fees, please indicate that in your response to G.3.

13. Reference Section F- F2.11 & F2.13: Are your PPC campaigns currently managed in-house or through an agency? What is the PPC budget for 2016 and 2015? What are the PPC KPIs that you are currently tracking against? Are you currently using a bid management tool for paid search? If so, which one? Could we have read only access to your paid search accounts to better assess how we would be able to drive incremental value and efficiencies?

Answer: Our PPC campaigns are presently managed by our current paid media agencies, and are part of this scope of work. For confidentiality reasons, we can't reveal the 2015 and 2016 budgets, however, they are not relevant for two reasons: 1) we have received a sizable budget increase for 2017 and beyond, and 2) we wish to co-create the correct media placement strategy and corresponding budget with the successful proponents. Again, for privacy reasons, we are unable to provide read-only access to our paid search accounts, but will grant this to the successful proponents upon commencing work with DC. We are currently using Adwords and DoubleClick for Search to manage our paid search campaigns.

14. G.1 and G.2: Can we please get clarification on the difference between questions G1 and G2? Both seem to be asking for a staffing plan when you consider fees will be a multiple of FTE%. Our assumption is that you want G.2 Retainer Fees to consist of the core

account team while G.1 Agency Fees will consist of all resources that could touch the business at varying degrees depending on the project, the season, the market, etc.

Answer: DC would like to understand two things:

1. The team members who may work on our account, their responsibilities, hourly rates and general time allocation (G.1), and
2. In the event we enter into a retainer-based arrangement, the key team members you believe will be needed to successfully service our account with an indication of their respective time allocations (G.2) and the specific incremental value they will bring to the team.

15. G.3 Media Fee: Please overview your media placement fees by category and indicate any volume discount thresholds. By fees, are you referring to average CPM by media or are you looking for something more specific across each media. I guess we're just wondering how much detail you are looking for here.

Answer: In G.3 we seek to understand your agency's paid media fee. What is the percentage of spend you charge? We are not seeking CPM costs as we know these are dependent on many factors.

16. In section C4, Scope of Work: Can you outline the entire media 'spend' breakdown for Destination Canada in 2015 and 2014? For example, how much was spent on traditional, in what form, and what countries etc.

Answer: We have spent a small amount on traditional media in the past two years, and don't foresee this being a large part of the budget going forward unless the global strategy dictates a change in our point of view. Please note in some markets, such as India, more traditional mediums/channels (OOH, print, etc.) are still employed because of their effectiveness. For confidentiality reasons, we can't discuss our previous budgets.

17. Section F, 2.3: Will Destination Canada require all agency invoices (including media invoices) to be invoiced in CDN currency? If no, will foreign currency invoices be paid by Destination Canada in origin country currency or CDN funds?

Answer: DC requests that successful proponents invoice us in Canadian currency for your services.

18. In Section L, List of Appendices, a reference is made to "Content Marketing Strategy" in the Appendix (#6), but it does not appear in the document missing – could you provide us more information in the marked Appendix?

Answer: This section is a placeholder for information related to future NRFP phases.

19. We would like to submit a hard copy of our response as well, could you please send your address and how many people will be on the review board?

Answer: WE DON'T ACCEPT HARD COPIES.

20. Is there any B2B support required, or is the mandate B2C only?

Answer: The mandate will primarily B2B, though there may be a need in the future to run B2C media.

21. What would be considered a conflict of interest for a prospective agency working with you?

Answer: If you have an active travel and tourism client, we regard that as subject matter expertise as long as you ensure your other client is aware that you are working with DC, and you have set up clear firewalls with people, processes, systems and technology all protected by NDA's. However if your organization owns specific media channels or networks, we perceive that as a conflict of interest.

22. What is the current channel mix of the overall budget and % divided between tv/radio/print/display/search/social etc.

Answer: This depends on the market, programs and opportunities. Overall, our budget is very heavily digital and increasingly social.

23. If we are part of an independent agency network and partner with those agencies for global coverage, is this allowed and if so, should we submit our response as the lead agency with those other agencies as our sub-contractors?

Answer: Yes, partnering with other agencies to provide the full scope of services is permitted. In your response, please indicate the agency that will spearhead the overall management of the account as the lead, and clearly enumerate the working relationship between the various entities, and account governance. In sum, please make the partnering relationship as clear as possible for DC and explicitly explain the benefits each entity brings to the relationship.

24. How does the understanding of the path to purchase currently impact how Destination Canada builds relationship marketing programs?

Answer: A solid grasp of the path to purchase is absolutely critical. Truly understanding the “research online, purchase offline” consumer behavior, along with contextual customer mindset are the keys to creating highly impactful programs.

25. What data/insights will be shared with participating media agencies?

Answer: As mentioned in the NRFP, each year DC will create a strong global vision and outline strategic objectives, with input and execution from our in-market teams. In support of the Agency briefing process, DC will engage in a comprehensive strategic planning approach, beginning with a review of the previous year’s programs, results and insights. We will also review market research — both primary and secondary. Our global team will consider challenges and opportunities that impact marketing strategy, and present them for consideration to Committees comprised of industry professionals. The strategies will be iteratively refined based on feedback and presented to DC’s Board of Directors for validation and resource allocation. DC will compile

all strategic information into a single document to present to its marketing partners. Each year, this will typically occur at planned sessions that are agreed to based on the planning cycles of the relevant market(s). This briefing will include all data/insights DC has access to.

26. What is your perspective on incentive-based performance tied to business KPI's?

Answer: DC is quite open to entertaining performance-based incentive compensation plans, along with other alternative remuneration arrangements. Proponents who would like to engage in structures, such as pay-for-performance or other, should indicate this is G.4.

27. How does the media budget's impact get measured in terms of driving additional visitors to Canada?

Historically, we have been running post-campaign surveys to measure impact of our marketing initiatives on visitation to Canada. More recently, we have started using innovative technologies to tie visitation right down to creative. We will discuss these pilots in detail with the selected vendor.

28. What are the specific responsibilities of the GSMA? Who will drive media planning and strategy?

Answer: DC's GSMA will collaborate with us to deliver a global strategy, and to coach and collaborate with our Canadian HQ and remote office teams to bring it to life. They will extract insights from our data and apply them back to the strategy, in addition to briefing and guiding the efforts of our paid media agency. The GSMA will distill our market research, insights and perspectives into a global marketing communications strategy and executional plan working in conjunction with other partners, suppliers, and agencies, as required. Their plan will include messaging and media strategies to enhance the brand, as well as tactical elements that will facilitate closing the sale. Programs will aim to be "always on" while having periods of more active marketing (a "heavy up" of paid media and content) to coincide with travelers' planning and booking cycles. Our evolving approach will focus on achieving our business objectives through content creation, content partnerships and an influencer strategy, leveraging all of these opportunities in the United States and across all of DC's other markets. Our strategies will be an integrated approach including direct to consumer, media and travel trade, etc.

29. Does your current media agency produce content? If not, what made you decide to bring this into the fold?

Answer: Typically, our GSMA will produce content. However, DC has found that many paid media agencies have successfully expanded their services to include content creation because of the need for great influencer and content marketing. While it is not a mandatory requirement and agencies won't be penalized for not having these services, we'd like to understand if this is part of your offering as we want to work with the very best. Please note that our Paid Media Agency will work under the direction of either DC or our GSMA to design and produce display advertising, when needed, and develop native ads in multiple languages.

30. Can DC share its key characteristics of an ideal media agency partner?

Answer: C.2 overviews the attributes of what we believe to be an evolved partnership:

“As an ideal partner to help us achieve our ambitious goals, your agency should have deep expertise in researching, strategizing, establishing, running and optimizing paid media activities within our core and emerging markets. While you should have the breadth and depth to deliver comprehensive paid media services in multiple countries, you should also be highly nimble.

We are looking for true partners who welcome conversations about ideas with us, and integrate our team into the strategic and creative process. DC believes eureka moments are the result of talented people building upon one another’s thinking. Your agency should be collaborative and play well with our team, our Global Strategic Marketing Agency (“GSMA”), and our other partners to expand our collective capacity to run effective programs.

As our Agency, you should value all mediums and have a deep expertise in digital, and you should understand that the appropriateness and effectiveness of different channels varies market by market. You should know what’s available and works in various countries. Your agency should be obsessed with analytics and continually monitor and optimize program performance.

Your global and in-market teams should feel like a natural extension of our team. You should empower our in-market team members to produce content, develop partnerships, and build relationships with influencers to deliver on the strategy in a way that makes sense for each region, and you should then give clear direction, guidance and coaching to support our international markets.”

In sum, the following are the ideal characteristics we seek in our paid media partner:

- 1. Technical and Analytics Expertise
- 2. Understands Content Marketing and Tourism
- 3. Draws from a global talent pool
- 4. Partners with us in rethinking the traditional model
- 5. Can work with us and other agencies to leverage our trade and media partnerships
- 6. Knows how to leverage influencer networks
- 7. Lean and agile agency
- 8. Know the human side of numbers

31. We have extensive experience working in collaboration with other marketing agencies. Can DC share an example of its preferred ideal working relationship between creative and media partners?

Answer: Please see the response to questions 29 and 30 above.

32. Will we be working with one centralized point of contact or will there be multiple stakeholders involved? If so, please detail.

Answer: DC Marketing teams are the central point of contact for all day-to-day activity. From time to time, some work with co-investors and partners will be requested.

33. Please detail the expected frequency of meetings with stakeholders.

Answer: The cadence of our meetings will be determined with our paid media partner. That said, we envision that there will be an initial set of briefing meetings, quarterly planning meetings, and weekly report review meetings. Program seasonality may increase or decrease meeting frequency.

34. What markets are service required from, and which markets are of interest to cover key support for RFP?

Answer: DC requires support for our core markets (United States, United Kingdom, France, Germany and Australia), and ideally for our emerging markets (Mexico, Brazil, Japan, South Korea, India, China). Since 2017 will be Canada's 150th anniversary, we will require support for Canada as well.

35. Are there any large structural changes that you feel could impact the way you buy media? If so, how?

Answer: No.

36. Is landing page design and/or testing included within scope?

Answer: The paid media agency should definitely strategize landing page creation and optimization. Design, set-up and development of the tests may be run by different agencies..

37. How many stakeholders are currently looking at reporting related to digital?

Answer: Our reports are shared internally and with our partners. Depending on the program and markets, reports may be reviewed by 50 people or more.

38. Is there a global roll-up in place for all countries included within scope?

Answer: Yes. We would like to see reports by program and region, with a rollup to show global paid media efforts.

39. Are you finding any challenges with reporting accuracy or tracking?

Answer: A recent 1/3 party audit of our Google Analytics implementation showed that our implementation was very strong with very minor enhancements suggested.

40. Are there any plans to migrate to a new analytics platform within the next year?

Answer: No

41. What tag management solutions are you currently utilizing?

Answer: GTM

42. Is there consistency in the tools and technologies used across all markets (i.e. web analytics, bid management tools, etc.)? Please list all tools and technologies DC is currently utilizing.

Answer:

- Google Analytics for website analytics, across all markets.
- GTM for tag management across all markets
- Adwords/DSA/Yahoo for paid search
- DCM as the ad-server for Europe, Australia, US

43. Are ad-hoc or deep dive analysis included within scope?

Answer: Yes, both.

44. How many social profiles will need to be managed as a part of the engagement globally?

Answer: Currently, DC has all of the primary social channels (Twitter, YouTube, Facebook, Instagram, etc.). We would like to explore the merits of expanding into additional social channels, such as Pinterest, Periscope, Meerkat, etc. Furthermore, given the keen focus on influencer and content marketing, there may be many future social channels that will need to be managed, depending on the strategy we co-create. The paid media agency is not tasked with “managing” our social profiles as we do have social managers in most of our markets. However, the paid agency will be working with the social managers and global marketing team to manage the paid social activities.

45. Can you detail any seasonality related to specific geographic locations?

Answer: As mentioned in the NRFP, there is a seasonal component to our marketing efforts — positioning Canada as a year-round destination with highlighted experiential travel opportunities in the summer and winter. The nuance of this as it relates to the intersection of EQ traveller explorer types and provincial travel and tourism strategies is too detailed to enumerate in this response. However, we will provide successful proponents with a detailed briefing when we commence work.

46. Can we please get clarification on what is meant by “in lieu of written response” when referring to video submissions? Will you accept a combination of text and video – for example 2 pages of text with a link to a video?

Answer: Yes. However, if a proponent feels a video case study sufficiently overviews a program's challenges and solutions, it is not necessary to also provide a written response.

- 47. F.2.21: Can you please clarify what is meant by “authoring” various types of contracts? When negotiating with media vendors and publishers authoring of the agreement typically lies with the vendor, which we then review and sign on your behalf as AOR. Do you require a different arrangement? Are you meaning content partnerships here? Larger sponsorships like events? And NOT influencer related negotiations/contracts?**

Answer: Typically, our Agency will review the agreements and sign them on our behalf. However, there will be times when you will need to strategize and negotiate the terms. We are referring to all types of contracts, such as agreements with search engines, content discovery platforms, etc., and potentially in some instances, with influencers/personalities, etc.