



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	General Sales Agent (GSA) Europe – Business Events Canada (BEC)
Competition Number:	NRFP DC-2016-PH-01 GSA Europe – BEC
Closing Date and Time:	Wednesday November 2, 2016, 14:00 Pacific Time (PT)
Contracting Authority:	Philippa Horton Procurement Manager 604-638-8343 procurement@destinationcanada.com

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SECTION A – INTRODUCTION

The Canadian Tourism Commission, doing business as Destination Canada ("DC"), is Canada's national tourism marketing organization. A federal Crown corporation, DC 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, DC works with the tourism sector to maintain our competitiveness and position Canada as a destination where travelers can create extraordinary personal experiences.

DC's approach focuses on those global markets where Canada's tourism brand leads and yields the highest return on investment. DC 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 proponents capable of providing marketing and sales platforms that capture business opportunities for Canada from select international business events markets. The focus will be on the United Kingdom, Germany, France and Brussels, Belgium.

Business Events Canada (BEC) is the division of DC that generates demand, in collaboration with our partners, for international meetings, conventions and incentive travel for Canada. BEC's partners include federal departments, provincial and city DMOs and convention centers. More information on BEC's international mandate can be found here:

<http://en.destinationcanada.com/markets/international-programs>

The BEC brand reflects the growing significance of the meetings industry to Canada's economy, because meetings can be the catalyst in introducing Canada's export business interests to key influencers, business stakeholders, entrepreneurs and investors from around the world. As visitors get to know Canada and its high quality products, services and facilities, they can become advocates for Canada, uncovering investment and trade opportunities, identifying business partnerships and creating the foundation for trade relationships.

In support of the priorities of the organization and the GSA, in tandem with the Executive Director, BEC develops and manages a pro-active, integrated sales and marketing program. The program is designed to produce incremental meeting, convention and incentive business to Canada from select markets in Europe, while attracting overall matching co-investment from both Canadian and in-market partners for the promotion of Canada as a desirable business events destination.

See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent(s) who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) ("Contractor") may be required to collaborate with DC's other service providers and partners to ensure that public relations and communications services are consistent with DC'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 DC. Instead, the process is intended to enable DC to learn what proponents can offer by way of goods or services in response to DC's Statement of Work. Depending on the number and variety of responses, DC will subsequently negotiate with those proposals that best serve its needs, as determined by DC.

By submitting a proposal, a proponent agrees to this negotiated process and agrees that they will not bring a claim against DC 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 DC to enter into any agreement. The intent of this NRFP is to identify those vendors capable of meeting DC's requirements and with whom a final agreement may be negotiated.

A.2 Contract Term

DC anticipates entering into negotiations with the selected proponent(s) for up to a four (4) year period, with an option to extend on an annual basis by DC for a total period not to exceed another two (2) years, at DC's sole discretion. DC 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 DC 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. DC's evaluation committee may be comprised of DC employees and consultants to DC 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 DC 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 DC.

B.2.1 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 and Presentations/Interview.

B.2.2 Proposed Pricing (Section F) 25%

Following evaluation of Proposed Pricing, DC 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/Interview.

B.2.3	Presentations/Interview (Section G)	25%
	TOTAL	100%
B.2.4	Negotiations	

DC 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 two (2) 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 November 2, 2016**.

Any proposal received after the Closing Time may not be reviewed by DC. 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 DC. The time stamp of DC'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, Friday October 14, 2016**. Questions submitted after this date and time may not be responded to.

If DC, 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 DC explaining why it should not be included with the posted anonymous questions and answers. If DC concurs with the request, the question will be answered in confidence and will not be posted. If DC 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 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 October 14, 2016**.

Please Note: The Intent to Submit is not a mandatory requirement and therefore does not prevent a proponent from submitting by the required closing date and time.

B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**NRFP DC-2016-PH-01 GSA Europe – BEC - 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 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 DC'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 DC 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 DC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made that DC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this NRFP.

B.5 Contractor Performance Management

DC 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 DC may be considered as an unqualified proponent and their proposal may be rejected. DC reserves the right to exercise this option as is deems proper and/or necessary.

SECTION C – STATEMENT OF WORK

Background

Meetings and conventions, as well as incentive travel, account for nearly 16% of all travellers to Canada (approximately 2.6 million visitors annually). These visitors also generate approximately \$3 billion CDN in spending – which is 19.5% of all international tourism receipts. Canada remains the first choice for the outbound meetings business that originates in the US, which annually brings in 1.7 million visitors and \$1.6 billion CDN in receipts. In Europe, Canada has approximately 7.5% market share in the UK, 6.8% market share in France, and 2.4% market share in Germany.

The vision of BEC is *Inspire the world to meet, engage, and explore in Canada.*

The mandate of BEC is to grow Canada's share of business events, by promoting the Canada brand and supporting our destination partners' efforts to compete and win business.

In each market that BEC competes, BEC seeks to advance the national destination brand collectively with Canadian-industry partners to establish Canada as a leader in the global meetings marketplace. BEC's strategy in the European markets is to provide our partners with sales and marketing platforms that deliver access to international based organizations that can select Canadian destinations for a meeting, congress or incentive destination.

In 2014, BEC launched a vertical strategy, aligned to and in support of the Federal Government of Canada's Global Markets Action Plan (GMAP). This plan focuses on seven priority sectors - aerospace, agriculture and food, clean technology, infrastructure/engineering, information/communication technology, life sciences and natural resources. Each of these sectors of the Canadian economy is where Canada is considered both a centre of excellence internationally and is held to have a competitive advantage globally. The first vertical sector of focus for BEC is the Life Sciences sector.

The overarching goals of this strategy is to increase the inherent understanding of each business sector amongst our Canadian destination partners, develop enhanced corporate relationships and open conduits to expert speakers, engage and partner with university and private businesses to develop ambassador and host programs, as well as identify aligned associations to drive leads to our destination partners in Canada.

Overview

DC requires the services of a Contractor(s) to provide sales and marketing platforms that capture business opportunities from select international MC&IT/Business Events markets. The focus will be on the United Kingdom, Germany, France and Brussels, Belgium. However, DC requires the Contractor to be reactive to other international opportunities as they arise.

Scope of Services

The successful Contractor(s) will be required to perform the following services:

- a. **Business Development:** Develop and lead business development in each market by identifying and generating leads with companies, incentive houses, international associations and international congresses that have the potential to meet and/or run programs in Canada. The focus will be on international meetings and congresses which traditionally involve a larger number of attendees. However, smaller meetings and incentive programs are equally important as they provide value to small and mid-sized Canadian partners and resort destinations. Activities in support of this area include:
 - i. sales calls (in person and by phone);

- ii. developing and delivering local client events, at least one or more per year in each of London, Paris and Brussels. For each event this includes responsibilities such as securing all logistics for event, negotiating sponsorship opportunities, securing Canadian partners, identifying target guest list, creating and sending invitations, securing full qualified guest list, and managing follow up on performance of event with clients and partners);
- iii. managing business development trips (sites and fams) for European clients visiting Canadian partner destinations. This includes securing approval from BEC Head Office on trips, setting up the booking tool for participants, managing any paperwork and liaising with Canadian partners on visit details, doing all the paperwork, liaising with partners on the list, and managing the reporting of leads in BEC CRM system;
- iv. attending local industry events, at least one a month or more often, to maintain relationships with clients and partners;
- v. representing Canada at M&IT Awards in London. This includes developing sponsorship of table, securing partners, securing client attendance;
- vi. building business cases and attending industry conferences on behalf of BEC, and partners, including MI Forum, Confec Red and others.

See “Deliverables Section for more detail on targets to determine time and effort required for business development)

- b. **International Trade Show Management (Team Canada):** Provide event support at two annual major international tradeshows in their entirety (IMEX in Frankfurt, Germany (<http://www.imex-frankfurt.com>) and IBTM in Barcelona, Spain (<http://www.ibtmworld.com/>). Support will include:
 - i. consulting with BEC booth vendor on design and layout enhancements on an annual basis (estimated at 5 hours max prior to the event);
 - ii. attending all days of each event (estimated at 10 hours per day for 3 days per event);
 - iii. developing a powerpoint presentation about BEC, and partners, that is presented to educating buyers visiting the booth that answers the question: “Why Canada?”;
 - iv. developing lead generation opportunities by taking 1 on 1 appointments with buyers when requested;
 - v. coordinating a client hospitality element during one evening of the show that would occur for 2 hours. (estimated time spent developing and organizing is 20 hours in total);
 - vi. suggesting and managing co-operative marketing opportunities for BEC and Canadian partners in conjunction with event organization;
 - vii. providing BEC and Canadian partners with unpaid media opportunities and PR support pre and during each event.
- c. **Sales Missions:** Identify, organize and execute one or more sales missions per calendar year in each of the following locations: London, Frankfurt, Paris and Brussels. Foremost, the annual BEC Canada Week, usually held in September, brings together an estimated 8-10 partners (Destinations and Hotels) from Canada to engage with qualified buyers over workshops, pre-scheduled sales calls, and social events. For these major sales mission events support will include:

- i. develop a qualified client list of no less than 40 buyers in each city comprising of corporate, incentive, and association segments (estimated time of 32 hours or 4 days per market);
- ii. create theme for client event, source and contract venues, contract entertainment and food and beverage services. (estimated time is 4 days at 8 hours per day per market);
- iii. source accommodation block of 12 rooms in each city for BEC team members and partners (estimated time is 1 day per market);
- iv. suggest itineraries/flights for partners flying in from Canada;
- v. in conjunction with BEC Team, market the program to partners based in Canada to sign on 10 Canadian partners (estimated time of 15 hours);
- vi. provide event management support by assisting with, but not limited to, registration, networking and partner needs. This includes time spent developing email communication, website landing page and 1 on 1 proactive phone calls to Canadian partners;
- vii. provide follow up after the event to Canadian partners where required to assist in lead development on opportunities. (estimated time of 5 hours per city);
- viii. with assistance of BEC Team, conduct an online survey amongst Canadian partners and buyers to determine level of satisfaction. (estimated time of 1 hour which covers time to set up survey and send, review results, and report);
- ix. submit all potential leads and new customer records into BEC's CRM system in a timely manner post-event. (estimated time of 2 hours per event).

All DC Finance and Procurement policies are followed for execution of all aforementioned activities.

- d. **Market Intelligence:** Develop quarterly market intelligence reports for BEC and Canadian partners. Delivered either in PowerPoint or Microsoft Word. (estimated time spent is 8 hours per quarter preparing reports)
- e. **Earned Media:** Generate earned media opportunities for BEC and Partners with industry media in the UK, France, Germany and Brussels. Provide BEC with regular reports on the value of unpaid media derived from press releases, media interviews and BEC newsletter. (See "Deliverables Section for more detail on targets to determine time and effort required)
- f. **Cooperative Marketing Campaigns:** In conjunction with Executive Director BEC and DC agency, develop and execute co-operative marketing campaigns with select key account to drive awareness and consideration for Canada as a leading business event destination. Responsible for reporting of outcomes. (estimated time will vary pending budget and partner buy-in)
- g. **Ongoing Business Optimization:** Evaluate, recommend and implement processes and procedures that will increase the Return on Investment (ROI) from the international Business Events markets. (estimated time spent is 10 hours per year)

Performance Management

The Europe GSA will be evaluated against a series of metrics including, but not limited to: (1) CRM data acquisition on clients amongst multiple business segments, (2) appointments generated during sales missions, (3) number of prospects identified (4) number of business leads generated, (5) value of unpaid

media, 6) number of sales calls conducted, 7) ratio of DC to partner revenue on events, 8) number of leads generated against select economic sectors such as Life Sciences, 9) estimated value of the leads generated for Canadian partners (10) economic impact of leads converted by partners, as well as (11) lead conversion ratio.

Deliverables

The successful Contractor(s) will:

- a. Develop and submit to the Executive Director BEC, a detailed “Marketing & Sales Plan” within sixty (60) days following contract execution and by September 15 each year thereafter. The “Marketing & Sales Plan”, is to be delivered and approved annually and will identify the Contractor’s approach to develop and capture business opportunities for Canada, including those from newly developed vertical markets, based on the existing Business Events Canada Strategic Plan. This plan will include (1) market overview and trends, core objectives, targets, supporting strategies, tactics and timelines, required budget (excluding GSA contract), potential partners and (2) identify new and emerging tradeshows in which BEC and partners would participate (3) program ideas/enhancements on existing BEC activities, and (4) recommendations on organisations and associations that could extend the reach of the Canada brand working in tandem with the Director of Strategic Partnerships.
- b. On a yearly basis:
 - i. develop no less than 400 prospects (an organization that is capable of holding an event in Canada, has a need to make a buying decision in the next 12 months, has authority to make the decision, and has no requirements that would exclude Canada);
 - ii. generate no less than 120 leads (organizations with whom BEC and partners are actively competing against other destinations to secure a business event);
 - iii. 30% of total leads to align and support select economic sectors of Canada’s sectors including life sciences;
 - iv. achieve no less than 25% conversion rate of leads;
 - v. total number of delegates from all confirmed leads must amount to 69,000 delegates and \$102M in spend (\$CAD);
 - vi. achieve \$600,000 in earned media value.
- c. Develop and submit to the Executive Director BEC, a monthly “status report” due the last Friday of each month. This status report includes: (1) the number of calls made, (2) potential clients identified, (3) leads generated, (4) other activity on behalf of BEC, (5) program ideas on BEC activities, (6) market intelligence, and (7) a ‘state of the market’ for the UK, Germany, France and Brussels.
- d. On a weekly basis, input leads and conversion outcomes should be input in BEC’s CRM platform that will allow up-to-date quarterly reporting to the DC board of directors.
- e. Provide follow-up reports, to be delivered to BEC within 3 weeks post an event (trade shows, trade missions). The reports are to include all scheduled appointments, group presentations, lead information and key learnings.

Qualifications and Staffing Requirements

The successful Contractor(s) will:

- a. be an in-market specialist who will use their established experience in the Business Events/MC&IT market, as well as their Marketing/Advertising, PR & Media Relations to optimise results for BEC and partners;
- b. not provide GSA services to any of the following MC&IT/Business Events destinations:
 - i) Chicago, USA;
 - ii) New York, USA;
 - iii) Seattle, USA;
 - iv) Las Vegas, USA;
 - v) Los Angeles, USA;
 - vi) South Africa;
 - vii) Vietnam;
 - viii) Hong Kong;
 - ix) Finland.
- c. have a physical presence in the UK sufficient to support the activities described in this Statement of Work;
- d. have individuals assigned to work in the markets of France and Belgium who are fluent in French. Fluency in Flemish is a bonus;
- e. provide a Sales Representative assigned to the German market that is fluent in German;
- f. provided dedicated administrative and financial administration staff based in their offices.

In all instances, the successful Contractor(s) must be able to demonstrate an ability to service BEC's business events key accounts.

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(s) must have a physical presence in the UK sufficient to support the activities described in this Statement of Work. **Are you able to comply with this requirement?**

Yes

No

D.1.2 The Proponent(s) must not provide GSA services to any of the following MC&IT/Business Events destinations:

- i) Chicago, USA;
- ii) New York, USA;
- iii) Seattle, USA;
- iv) Las Vegas, USA;
- v) Los Angeles, USA;
- vi) South Africa;
- vii) Vietnam;
- viii) Hong Kong;
- ix) Finland.

Are you able to comply with this requirement?

Yes

No

D.1.3 The Proponent(s) must have individuals assigned to work with France and Brussels must be fluent in French. **Are you able to comply with this requirement?**

Yes

No

D.1.4 The Proponent(s) must have Individuals assigned to Germany must be fluent in German. **Are you able to comply with this requirement?**

Yes

No

D.1.5 The Contractor(s) must ensure their core team is accessible to BEC HQ every week day between the hours of 9am to 12pm PST. **Are you able to comply with this requirement?**

Yes

No

D.1.6 Proponents must have a minimum of 36 months experience in developing and implementing the marketing services outlined in the Statement of Work. **Are you able to comply with this requirement?**

Yes

No

D.1.7 Proponents must be able to source, evaluate, negotiate, author, contract with, and manage third parties (e.g. marketing agencies, sponsors, service companies, etc.). In addition, these agreements must include a mandatory clause allowing the contract to transfer to either BEC or its representatives as directed by BEC, at any time. **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.

Q1. In no more than 1 page (12 point font), please provide an overview and history of your company and also include the following information:

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

Response:

Q2. Please provide name and contact information of company representative capable of addressing enquiries regarding the proposal, including complete contact information.

Response:

Full Name:

Phone #:

Email Address:

Q4. In no more than 1 page (12 point font), please identify the specific account manager at your firm who will handle the DC account to perform the services set out in this RFP. In your answer you should provide a summary which describes the relevant experience, education, credentials, and areas of expertise and demonstrates their ability to carry out the work as described in this RFP document.

Response:

Q5. Brief Company History: In no more than 3 pages (12 point font):

- provide a comprehensive list and description of services, in market, offered by your organization and years of experience in each area;
- provide a list of Key Personnel in each market, along with their assignments and responsibilities;
- provide an overview of how your organization intends to meet all requirements outlined in Section C – Statement of Work.

Response:

Q6. Management Profile: In no more than 1 page (12 point font), describe your organization's financial and project management system(s). Please make specific reference to those requirements set out under the Qualifications and Staffing Requirements section in the Statement of Work (Section C).

Response:

Q7. In no more than 4 pages (12 point font), demonstrate your expertise in dealing with international congresses, smaller corporate meetings and incentive group business in the UK, Germany, France and Brussels markets. Statistics and testimonials in developing key accounts for a destination should be

covered in your response and provide any relevant case studies of previous client work to exemplify your experience.

Response:

Q8. In no more than 5 pages (12 point font and including any charts), develop a market plan for the UK market that outlines how BEC can grow its market share in 2017 from the current level, of approximately 7.5%. The plan should demonstrate:

- (1) an understanding of BEC's vision and mission;
- (2) alignment with BEC's global strategy
- (3) generates a partnership ratio of 0.75:1 to total market budget;
- (4) alignment and support of the Life Sciences vertical where relevant; and
- (5) commitment to report on results.

In developing your response, assume the total marketing and sales budget available exclusively for the UK market is \$350,000 CAD. GSA management fees and costs for BEC participation (including the booth) at IMEX Frankfurt and IBTM in Barcelona are not included and are managed separately. This amount of \$350,000 CAD is purely for the activation of your proposed tactics in your plan including sales missions in Germany, Brussels, France and the UK.

Response:

Q9. In no more than two pages (12 point font), please include additional narrative that presents a strong case for why the DC should engage your firm.

In this section, please include a quote that your competitors would say about your capabilities and reputation in the market. The proponent may also include any additional information that, together with the foregoing comments and information, it believes to be essential in creating a thorough understanding of its suitability to perform the requested services outlined in Section C – Statement of Work.

Response:

Q10. In no more than 2 pages (12 point font), provide a list of up to 2 current or former clients where you have provided similar work to that required by DC, as described in this RFP. Please include:

- name of organization;
- key contact;
- telephone number; and
- a brief description of the work provided to each of these customers.

DC reserves the right to contact references directly and without notice, for clarification and/or with questions, which will aid in the selection process.

Response:

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.

DC 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, DC 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 DC would be expected to pay. There should be no hidden costs which DC discovers at the end of the term.

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

F.1 Proposed Pricing Detail

Proponents are requested to provide an annual fee that will be paid as a monthly retainer for the purpose of providing the services as described under Scope of Services, section a., in the Statement of Work. In addition, expenses incurred in associated with (1) IMEX Frankfurt, Germany and (2) IBTM Barcelona, Spain, and (3) Canada Week Sales Missions in Brussels and London will be paid.

F.1.1 Fixed Annual Fee

F.1.1.2 Total Hours Worked Per Annum – Using the table below, Total Hours Worked Per Annum, identify each individual team member referenced in response to questions Q4. and Q5. in Section E and their level of commitment to the Statement of Work in Section C, over the course of one year.

Total Hours Worked Per Annum:

Name	Position	Hours estimate per annum	FTE%
<i>E.g. Jill Doe</i>	<i>CEO</i>	<i>100</i>	<i>5.39%</i>
<i>E.g. Andy Jones</i>	<i>Account Manager</i>	<i>1855</i>	<i>100%</i>
1)			
2)			
3)			
		Total number of hours committed to DC:	

****FTE %:** An estimate of each individual's level of commitment to DC over the course of one year. For example, if the average employee works 1855 hours in a year and the CEO is expected to commit approximately 100 hours to DC over the course of one year, then the FTE % is = $100/1855 = 5.39\%$

F.1.1.2 Blended Hourly Rate – Provide your blended hourly rate that would be charged to DC based on the level of commitment of each of the proponent’s employees as shown by the FTE% in. **The blended hourly rate is to include all profit, overhead and any other management fees that the proponent will charge.** The blended hourly rate should not include any expenses or pass-through costs incurred by the proponent on behalf of DC.

Blended hourly rate: _____ (CAD), exclusive of tax

F.1.1.3 Fixed Annual Fee – Provide your fixed annual fee that is derived from: *Total number of hours committed to DC x Blended Hourly Rate.*

Fixed Annual Fee: _____ (CAD), exclusive of tax

For all proposed pricing, travel related expenses (airfare, accommodation, meals, etc.) are to be **excluded**.

All prices should be quoted in **Canadian** dollars, excluding taxes.

F.1.2 Expenses

Proponents are requested to provide an estimate for all expenses related to providing the services as described in the Statement of Work associated with (1) IMEX Frankfurt, Germany and (2) IBTM Barcelona, Spain, and (3) Canada Week Sales Missions in Brussels and London. Your response should be in a format similar to the one provided below titled Pricing Schedule.

Prices are to be provided in \$CAD, excluding taxes.

Taxes are to be shown separately, where applicable.

Pricing Schedule:

Activity	Description of Reimbursable Expense	Cost (\$CAD)
IMEX Frankfurt, Germany		
IBTM Barcelona, Spain		
Canada Week Sales Mission (London & Brussels)		

For pre-approved travel and living expenses, DC shall reimburse the Contractor(s) in accordance with the The National Joint Council of the Public Service of Canada Travel Directive (April 1, 2008), <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>.

Air fare shall be limited to full-fare economy class only. The Contractor(s) is required to seek the lowest possible airfares via prescribed DC travel agent including charters and other discounts for each trip, and to book immediately in order to take advantage of the lowest fares. DC retains the right to limit the reimbursement of the air portion when the lowest appropriate fare is not obtained. Upgrades to business or first class may be personally paid by the Contractor(s), where this is company policy.

All travel and living expenses must be pre-approved by DC and supported by original receipts. Invoices must be submitted to DC on a monthly basis.

F.2 Payment Discounts

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

F.3.1 Indicate your payment terms, and explain any early payment discounts available to DC.

SECTION G – PRESENTATION / DEMONSTRATION REQUIREMENTS

G.1 Presentations / Demonstrations Requirements

DC will require proponents, who have made the Shortlist, to attend a presentation/interview. The presentation/interview will be limited in scope to the content of the NRFP and subsequent proposal, and will present an opportunity to verify the proponent's capabilities in support of DC's mandate and strategic objectives.

The presentation/interview will either take place in London or be conducted via webinar.

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

The presentation/interview has a weighted criteria of 25%. Verification of the proponent's capabilities is at the sole discretion of DC. Consequently, DC may choose to revise proponent evaluation results previously scored based on the information gained through the presentation/interview.

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 October 14, 2016, 14:00 hours PT
Deadline for Questions	Friday October 14, 2016, 14:00 hours PT
Closing Date and Time	Wednesday November 2, 2016, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	~Week of November 14, 2016 ~Week of November 21, 2016
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	~Week of December 5, 2016
Timeframe for Negotiations	5-10 days following notification by DC

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

(*) Please note the intent to submit is not a disqualifying criteria. If you miss the above date, you can still submit your proposal within the closing date.

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 DC, 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 DC to comment on any portion of this NRFP or the requirements described in this NRFP. DC 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 DC Contracting Authority.

Making inquiries to an unauthorized person or any attempt to influence the outcome of this process by contacting DC 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, DC 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 DC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), DC 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 DC 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 DC by e-mail notice provided that such e-mail is received by DC 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 DC, 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 DC 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

DC 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 DC, hereafter the "Preferred Proponent(s)". Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

DC 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 DC 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 DC 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 DC. DC intends to conduct negotiations within the Timeframe for Concurrent Negotiations.

At any point in the Timeframe for Concurrent Negotiations, DC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more Preferred Proponents will be determined following DC's receipt of best and final offers (BAFO). Final selection will be based upon best overall value to DC. 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 DC and the successful proponent.

H.12 Debriefing

Upon request, and at DC's sole discretion, DC will only provide a debriefing to proponents who met or exceeded the minimum Threshold or Shortlist. All requests must be in writing to DC 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 DC employee or Board member of DC; 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 DC 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").

DC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and DC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that DC 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

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

Except as required by law, DC 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 DC, 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 DC 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 Destination Canada

In addition, DC 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 DC;
- 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
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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 DC may contact any of these references. It is requested that proponents refrain from using DC 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:

DC 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 DC. DC 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 DC 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 DC 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 DC file who cannot be changed without the approval of DC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to DC 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 DC. 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 DC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies DC 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 DC without markup, including media placements;
12. Confidentiality clauses to be included;
13. DC shall be entitled to terminate for convenience upon 30 days written notice and upon payment for any work completed or committed to the date of termination. If DC terminates the contract or a particular work order for breach, then DC is not required to pay for the work;
14. DC 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;
17. If there is any change in the law applicable to the Contractor providing the Services, the Contractor will be responsible for ensuring compliance with the Contract and such revised law. If compliance with the Contract is not possible under the new law, or if performance or interpretation of contractual obligations is substantially affected by the fact of the United Kingdom ceases to be a member of the European Union ("Brexit"), or by changes in law arising from Brexit, or by the actions of persons or institutions arising from Brexit or in contemplation of Brexit, then a party can notify the other party that it wishes to renegotiate or terminate the Contract no later than 6 months prior to Brexit coming into effect. For greater certainty, if the Contractor elects to either negotiate or terminate the Contract, it shall fulfill all obligations made under this agreement up to the date of such notification.