



Canadian Tourism
Commission

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Negotiated Request for Proposal

Name of Competition:	General Sales Agency – Germany
Competition Number:	DC-2018-TL-03
Closing Date and Time:	July 4, 2018, 14:00 Pacific Time (PT)
Contracting Authority:	Tyler Liu 604-638-8372 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 10 key geographic markets: China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom and the United States.

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 agencies that are able to provide general sales and marketing services in Germany. The agency should be able to grow active consideration of the Canada brand in Germany through ongoing travel trade education, travel trade key account management, media and public relations, social media and direct to consumer marketing activity. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent ("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 three (3) year period, with an option to extend on an annual basis by DC for a total period not to exceed another four (4) 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) 35%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 35% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, Presentations.

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 (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Presentations.

B.2.3 Presentations (Section G) 40%

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).

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, July 4, 2018**.

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, June 7, 2017**. Questions submitted prior to this date will be responded to on or before **14:00 hours PT June 15, 2018**.

Proponents will have the opportunity to submit any further questions via email to the Contracting Authority until **14:00 hours PT, June 20, 2018**. 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, June 22, 2018**.

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-2018-TL-03 Germany GSA - 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 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

C.1 Overview: Meet Destination Canada

As Canada's national tourism marketer, the Canadian Tourism Commission (CTC), operating as Destination Canada ("DC"), markets Canada abroad to leisure and business travellers to increase arrivals and grow Canada's tourism economy. DC works with partners in provincial and territorial governments and in key city and resort destination marketing organizations to help Canada's tourism businesses reach international markets.

DC has the legislative mandate to promote the interests of the tourism industry and to market Canada as a desirable tourist destination. More specifically:

- Sustain a vibrant and profitable Canadian tourism industry;
- Market Canada as a desirable tourist destination;
- Support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- Provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

DC's mission is to harness Canada's collective voice in order to grow tourism export revenues. Tourism is a significant driver of Canada's economy, generating over 720,000 jobs in the sector and support for nearly 200,000 small- and medium-sized tourism businesses across Canada in 2016. As the country's number one service export, tourism is larger than agriculture, forestry, fishing and hunting combined. Canada welcomed close to 20 million international overnight visitors spending \$20 billion in 2016. In 2017, Canada broke through previous records by welcoming an estimated 20.8 million people from around the world.

As Canada's provinces, cities and regions largely invest in marketing to Canadians, DC's focus is to maintain international tourism revenue streams flowing into our country. In 2016, DC's marketing efforts attracted almost 1.2 million additional visitors and business delegates to Canada collectively spending over \$1.5 billion.

DC's marketing approach is to create an environment in which travelers around the world are discovering, appreciating, and sharing content that speaks to their personal interests and makes them want to come to Canada now.

DC, along with its partner agency, key specialists, and industry partners, wishes to:

- Achieve DC's five-year industry-wide goal of bringing 25 million international visitors to Canada, spending \$25 billion, by 2022, under current conditions;
- Employ a "whole of government" approach to creating winning conditions for international travellers coming to Canada;
- Reach today's world travellers through technology and innovation — creating ground-breaking marketing programs to increase demand for Canada that include creating content for traditional and social media, in addition to directing media campaigns; and
- Continually test and learn, and move the needle on the performance of our strategic marketing initiatives.

C.2 Overview: GSA in Germany

Destination Canada ("DC") has been operating in Germany for over 25 years with the following objectives:

- 1) Build awareness and consideration for travellers to Canada among prospective travellers; and

2) Convert high yield customers to visit Canada

DC's market highlights, operations and mandate in Germany and other key markets can be found in Appendix 6, DC Germany Market Highlights – Facts at a Glance and here: <https://www.destinationcanada.com/en>.

C.3 The Contractor

DC seeks the ideal partner, the Contractor, to help it achieve its ambitious goals in Germany. The Contractor, acting as DC's partner, is an experienced General Sales Agent with the capacity to grow active consideration of the Canada brand in Germany through on-going travel trade education, travel trade key account management, media and public relations, social media and direct to consumer marketing activity.

C.4 Scope of Work

The Contractor should be able to perform the following work throughout each year of the agreement under the strategic direction of DC's regional hub office in London and in collaboration with DC's leadership teams at Head Quarters (HQ) in Vancouver. Each year a Market Plan for Germany is developed in collaboration with the GSA, in support of DC's Global Marketing and Sales Plan, as well to meet the KPI targets which cascade down from DC's Corporate Balanced Scorecard. The GSA's performance is reviewed twice yearly using the DC Contractor Performance Evaluation system.

C.4.1 Travel Trade Development

The Contractor is responsible for travel trade development in Germany, with a focus on key account management, the Canada Specialist Program ("CSP"), trade shows and events, and other travel trade services.

Key Account Management

- Use DC's Key Account Management model to identify tiered levels of tour operators in Germany (i.e. key, prospect and tertiary) in terms of their potential for delivering business to Canada.
- Develop and implement a sales plan for the top accounts to include a range of business development initiatives such as co-op marketing activities, a business performance model, use of Brand Canada Library (images and videos) to improve the positioning of Canada within tour operator programs, organise Trade Familiarization Tours to broaden Canada's product range.
- The contractor will be required to maintain and manage relationships with the key accounts and monitor their performance through bi-annual reviews.
- Advising DC on how we integrate key travel trade in our direct to consumer activities. Typically this would include liaising with key accounts for call-to-action product content, sharing insights, and keeping the trade updated on our consumer marketing initiatives as well as ensuring that our trade co-op marketing is aligned with business objectives and our consumer activities.

Canada Specialist Program (CSP)

- Promote the DC's Canada Specialist Program (CSP) - currently 1,500 qualified CSP agents in Germany - targeting both retail agents and tour operator reservation staff in order to increase levels of engagement in the program, requalify agents within the program and to facilitate continuous learning across the trade on their Canada product knowledge.
- Maintain the content in the local market CSP modules (e.g. News & Events and Training Files) and give feedback to DC on developmental opportunities for other content areas.
- Provide on-going education and engagement through activities such as webinars, seminars, presentations, and social media activities to fully mobilize the CSP network as

an effective advocacy group and sales force for Canada. Further information on CSP can be found here: <https://csp.canada.travel/>

Trade Shows and events

- Working alongside the Regional Managing Director (RMD) in London, UK and senior leadership team at DC HQ, provide identification of suitable trade show/events in-market, based on DC and industry partners' business objectives. Plan and organize trade shows/events, including the solicitation and participation of Canadian suppliers.
- Plan and organize the attendance of tour operators to DC's event Rendez-Vous Canada, to shop for Canadian products and experiences alongside all other buyers from DC's international markets. The target number of trade attendance at Rendezvous Canada will be advised annually by DC and information on Rendez-Vous Canada can be found here: <http://rendezvouscanada.travel>

Other Travel Trade services

- Proactively communicate our marketing and sales plans with in-market Canadian industry representatives to increase opportunities for partnership, so that they can effectively leverage the platforms we provide and hence increase our collective alignment and impact in the market.
- Implement the agreed Canadian industry co-investment program (Team Canada) for the travel trade channel. This relates to the joint initiatives which DC agrees with partners who co-invest with us in the German market and covers activities such as DC's key account co-op marketing program, trade shows and CSP events.
- Organize Familiarization (FAM) trips to Canada for tour operator product buyers and CSP qualified travel trade in partnership with provincial and destination marketing organizations and airlines.
- Assist in maintaining the DC corporate brand as a leadership organisation by, for example, using the global DC tools such as CSP, Brand Canada Library, Media Centre, and DC research.
- Be the point of contact for servicing any German travel trade information enquiries.
- Provide liaison assistance to Canadian sellers interested in developing business from Germany.
- All other trade servicing related work as directed by the DC and/or support required by the DC to fulfill its sales and marketing commitments.

Meetings and Incentive

- The Contractor may also be tasked to develop targeted strategies to meetings, incentives, conferences, and exhibitions ("MICE") that will help DC align opportunities with provincial marketing organizations ("PMOs"), destination marketing organizations ("DMOs"), and DC activities, giving a clear framework for a more efficient team Canada approach.

C.4.1.1 Travel Trade Development Deliverables:

The Contractor is responsible for Travel Trade Development deliverables, including but not limited to the following:

- As part of the development of the Market Plan for Germany, the Contractor will produce and implement a Travel Trade Tactical Plan, with progress updates sent to the regional hub and HQ leadership team for review on a quarterly basis.
- Provision of quarterly variance and forecast reports for the travel trade budget and sent to the regional hub for review (DC budget templates provided).
- Evaluation of key trade activities to assess impacts such as the review, twice yearly, of co-op marketing business performance related programs return on investment (ROI) results. ROI is defined as the ratio of the co-op campaign return to DC investment as measured by campaign sales results and reported by key accounts.

- Evaluate the performance of trade shows/events through seller and buyer surveys using template DC evaluation analysis and make recommendations for future development of the events.
- Generate partnership agreements with industry partners to record partnership activity (plans, obligations, timeframe) and to serve as a record of DC partnership income.
- Organize and chair quarterly meetings for the in-market GSAs of Canadian industry partners to facilitate a dialogue for sharing market intelligence on key travel trends and sales performance, as well provide a forum for discussing partnership opportunities and updates on DC's plans in market.

C.4.2 Media Relations, Public Relations & Social Media Services

The Contractor is responsible for media relations, PR and social media services, including but not limited to the following:

Media Relations & Public Relations (MRPR):

- Develop media and public relations plans that leverage the Global Marketing and Communications strategy and execute on the plans.
- Proactively pitch stories to key account media, leveraging the impact of Canada's content marketing program, and be guided by our segmentation profiles as a way to prioritize resources.
- Repurpose created and co-created content to key account media and facilitate use of the media platform.
- Support media visits to Canada by securing partnerships with provincial marketing organizations ("PMOs"), destination marketing organizations ("DMOs") and commercial partners.
- Organize media/influencer attendance at the DC GoMedia Canada and RVC events in Canada. The target number of media attendance at GoMedia will be advised annually by DC. Information on GoMedia Canada can be found here: <https://www.media.gomediacanada.com>
- Develop and deliver Non-traditional Partnerships with non-tourism affinity brands which resonate with our priority target segments to further enhance the impact of our consumer and trade channels programs approximately two per year.
- Develop collateral materials e.g. press materials, video news releases, news releases leveraging existing assets, content and research from the DC's corporate headquarters.
- Proactively communicate our MRPR plans with in-market Canadian industry representatives to increase opportunities for partnership and alignment.
- Identify and develop MRPR activities that are integrated in the consumer direct tactics.
- Liaising with DC headquarters and adhering to any key messaging and approved processes regarding industry and corporate news (e.g. DC announcements, industry announcements or news, requests for interviews with DC executives, etc).
- All other public relations and media services related work as directed by DC, which includes, for example, providing advice, support for, and input into DC's marketing strategy development and implementation, including recommendations and activations for content, media and non-traditional partnerships

Social Media activities:

- In collaboration with DC HQ, deliver the Earned and Owned social channel content management including cultivation and social planning calendar development. Understand how to leverage paid media across the social channels for lift.

- Support the development of the DC consumer facing website content by providing input to the monthly owned editorial calendar (topics and angles), also briefing writers and guest bloggers, writing own content to fill in gaps, and ad hoc editing requirements.
- Social media cultivation: working closely with the DC consumer direct team, local media agency and Team Canada partners to provide cultivation services that include content discovery, curation and posting on DC social channels. Providing insights to performance data and making recommendations for promotional activities including paid media requirements.
- Generate, maintain, respond, produce, distribute, post, edit and manage content for distribution to all social media channels and promotion to increase DC Germany social media exposure and influence. This includes all vehicles such as Facebook, Twitter, YouTube and other relevant channels enlisted for Germany.
- Review and approve the social promotional posts and ads generated from our content partners and publishers.
- Actively engage in all social marketing, keeping abreast of trends and leveraging their influence for content distribution, opportunities and as a vehicle to work with influencers, the travel trade and the consumer directly.
- Develop and execute social marketing activities with key accounts and CSP agents in partnership with Canada's industry partners to increase brand awareness and differentiate Canada as a four season travel destination.

C.4.2.1 Media Relations, Public Relations & Social Media Deliverables

The Contractor is responsible for media relations, public relations and social media services deliverables, including but not limited to the following:

Media Relations & Public Relations:

- As part of the development of the Market Plan for Germany, the GSA will produce and implement a Media/PR/Social Tactical Plan, with progress updates quarterly.
- Provision of quarterly variance and forecast reports for the Media/PR/Social budget and sent to the regional hub for review (DC budget templates provided)
- Participate in monthly calls with the DC HQ team in Canada to share best practice and insight on latest market trends, update on key plans and discuss support requests.
- Generate DC partnership agreements with industry partners on Canada Media Relations FAM trips and other key activities where a partnership occurs

Social Media:

At a minimum the Contractor must provide the following Social media deliverables:

- Source content that resonates with the German market and is applicable for platforms that DC owns;
- Draft and publish a minimum of 1 post per day on Facebook, including a minimum of 1 photograph per day;
- Draft and publish between 3-6 tweets per day on Twitter;
- Respond to comments/posts on Facebook and Twitter in an appropriate and professional manner, in keeping with the Canada Brand that encourages engagement;
- Monitor and report negative comments/posts that may adversely affect DC and/or its brand, these can be escalated to the DC's social media team if required;
- Adjust cultivation schedule to integrate and support campaigns in-market based on the editorial calendar;
- Review monthly reports and make adjustments in the type of content, frequency/timing and the platforms we are posting to if required;
- Collaborate with DC staff and other contractors to align social media content with DC consumer direct activities in Germany; and

- Follow the DC brand guidelines and social media guidelines.

C.4.3 Consumer Direct/Content Marketing

The Contractor will work in an advisory, support and strategic insight capacity as follows:

- Acting as the DC content specialist in the market, the GSA will provide a clear understanding of the role of content including how it is integrated and distributed across the three channels: MRPR, trade and consumer direct. This includes, for instance, the ability to strategically plan content across the full travel planning cycle from destination awareness to purchase.
- Collaborate with DC Marketing team, as well DC's strategic marketing agency and paid media agency to develop and implement the integrated consumer direct tactical plan. Tasks include, but are not limited to: content partnership/influencer briefing; proposal review and selection; vetting high level media plans and briefing content creators.
- Review language specific content e.g. content and copy reviews where local language is required (is it on brief, is the format appropriate for the channel), reviewing traffic drivers as well liaising with co-investors on any local language copy queries.
- Support on publisher management - developing and reviewing influencer itineraries or video schedules.
- Collate the consumer direct call-to-action (CTA) - ensuring we have the right content call-to-action at each content touchpoint. Where appropriate, work with strategic trade partners to develop the CTA and provide the right products, in the right season.
- Provide strategic insight to DC on our consumer marketing strategies and tactics in the market including, without limitation, content marketing, media, competitive analysis, non-traditional promotions, social media and special events as requested by DC.

C.4.3.1 Consumer Marketing Deliverables

The Contractor is not responsible for the direct to consumer channel, but will act as a market specialist providing DC consumer/market trend insights and review market specific content.

- The Contractor will participate in weekly calls with DC's Global Marketing team to do a consumer direct channel status check with the agencies.
- The Contractor will work with DC and its global agency partners to identify and develop effective media partnerships and influencer strategies that resonate with our target audience.

C.4.4 Liaison with industry partners in-market

- Canadian industry partners: DC's impact, influence and reputation rely on the successful collaboration with Canadian industry represented or active in the German market (Team Canada). The GSA will therefore take an active role in building close relationship management with the key partners (PMO's, receptive tour operators etc.) and to solicit co-investment activities accordingly. The agency will be expected to hold quarterly meetings with the in-market Canadian industry partners.
- Airlines: Continued growth of the market relies, amongst other things, on increased capacity. The selected GSA will develop strong ties and partnerships with all airlines in the market and will inform DC of all changes and developments.
- Embassy: Communicate effectively and regularly with the Embassy, present and discuss: ongoing marketing projects; current market context; required travel documents and other related topics.

C.4.5 Provide strategic insights on the market

A primary focus of the GSA will be to work in close collaboration with the Regional Managing Director and the leadership team at HQ to provide cultural and political insights that will drive marketing plans and strategies. The GSA will stay up to date on consumer behaviors, travel trends, and competitive intelligence in the market. Amongst other things, the GSA will provide:

- Quarterly Market updates in DC format to cover market intelligence on sales performance from key accounts, updates in air capacity, emerging tourism trends, market development activities (trade, media, PR, social), the competitive environment and future outlook for sales to Canada.
- Demonstrate and share best practice with the regional hub office and GSAs across the DC network as and when required. Typically, there would be an annual planning meeting in either Canada or London to facilitate this.
- Keeping DC up-to-date with any corporate/industry coverage regarding DC, or potential issues in the market.

C.5 Performance Standards and Quality Measurement

DC is committed to fostering and supporting strong positive relationships with its partners to ensure critical services are maintained and the highest value and corporate-wide economic benefits are realized. As such, the GSA's performance is reviewed twice yearly using the DC Contractor Performance Evaluation system.

The Contractor must provide all information requested as part of this in a timely manner. Key measurements include:

- Qualitative assessment by the DC teams on strategic input, account management, alignment and collaborative work with creative and media agencies in market, tactical plans, project management;
- Qualitative assessment by the DC teams on the GSA's overall alignment with DC's core values of innovation, collaboration and integrity;
- Appropriately assigned measures from DC's balanced scorecard measuring marketing performance and impact on business goals.

Any performance issues identified as part of the DC Contractor Performance Evaluation system must be addressed by the Contractor in a timely fashion. If serious performance concerns are raised, the Contractor may be required to work with DC to implement a performance improvement plan.

C.6 DC Responsibilities and Support

Global vision and strategic objectives

DC's role, working out of HQ Vancouver and in collaboration with the Regional Managing Director in the UK, is to create a strong global vision and to outline strategic objectives, with input and execution from DC's creative and media agencies.

GSA scope of work process

In support of the GSA scope of work process, DC will engage in a comprehensive strategic planning approach. The process begins with a review of the previous year's programs, results and insights. DC will also review market research – both primary and secondary. DC's global team will consider challenges and opportunities that impact marketing strategies in each market. The strategies will be presented to DC's Board of Directors for validation and resource allocation. DC will then compile all strategic information into a single document, which is presented to its GSA. Each year, this exercise will typically occur at agreed to planned sessions.

C.7 Risks and Constraints

- All created material, data (including key account databases), content and so on will be the property of DC.
- The Contractor will be expected to provide and return all information to DC at the end of the contract term.
- The Contractor is required to undergo a Privacy Impact Assessment before contract award.

C.8 Reporting and Communication

The Contractor will be expected to provide DC, at a minimum, with the following reporting and communication:

Reporting

- Quarterly trade reports;
- Biannual ROI reports for travel trade co-op marketing activity;
- Yearly wrap-up reports for each channel (Trade, MRPR, Social);
- Monthly social performance reports;
- Quarterly variance and forecast budget reporting; and
- Yearly Canadian Signature Experience report.

Communications:

- Weekly status with the Regional Managing Director;
- Twice monthly status with the Europe squad at HQ;
- Twice monthly status with the social team; and
- The Contractor is expected to respond to co-investor and DC questions within two working days.

C.9 Language Requirements

The Contractor personnel must be able to communicate in both English and German, including both verbal and written communication.

C.10 Personnel Replacement

The Contractor will provide DC with one dedicated, single point of contact (the “Account Manager”). The Account Manager will act as the Contractor’s client relationship partner and overall client service partner.

The Contractor will inform DC of any major personnel replacement, such as any partner servicing or managing DC’s account and the Contractor’s client relationship partner and overall client service partner.

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 Contractor must be located in Germany, or upon contract award secure a location in Germany, and must be able to travel easily to all major cities in Germany. Are you able to comply with this requirement?

Yes

No

D.1.2 The Contractor must not represent DC's key competitors at a national level from the following countries: Australia, New Zealand and USA, in relation to national tourism boards only. Are you able to comply with this requirement?

Yes

No

D.1.3 Proponents must be in good financial standing and have met all statutory financial requirements for the last three years, 2015, 2016 and 2017. Are you able to comply with this requirement?

Yes

No

D.1.4 Proponents must provide copies of their financial accounts for the last three years, 2015, 2016 and 2017. Please confirm that you have attached these to your proposal.

Yes

No

D.1.5 The Contractor must be able to communicate in both English and German, including both verbal and written communication. 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 Business / Technical Requirements

- E.1.1 Provide an overview of the current German travel market and how it is evolving: what is the potential for Canada; describe the key challenges and opportunities you foresee in promoting Canada in the German market? Finally, what is your proposed plan to address these challenges and to take advantage of these opportunities?
Limit your response to 2 pages, Arial 12 font. Question is worth 6%
- E.1.2 For the German traveller, seeing beautiful outdoor scenery and landscapes and viewing wildlife in its natural habitat are two key drivers of travel and important strengths of Canada. Given that seeing outdoor scenery and wildlife are also very strongly positioned amongst Canada's two main competitors: United States and Australia, explain how you would differentiate and position Canada, allowing the brand to gain a competitive edge.
Limit your response to 1 page, Arial 12 font. Question is worth 4%
- E.1.3 Provide two examples (case studies) that demonstrate your ability to successfully market a tourism destination in Germany through earned media/PR. Your response should include: objectives; strategic approach; media selection process; activity/tactic; results against expected KPIs.
Limit your response to 4 pages, Arial 12 font. Question is worth 4%
- E.1.4 Please describe the most successful implementation of a sustained social community management strategy. In collaboration with the social team at DC HQ, you will be tasked to align social activities with overall consumer direct activities in Germany. Provide one case study that demonstrate that you have managed social accounts for a client and ensure you address the following in your response: what was your strategic approach in selecting the platform and developing the approach; how do you ensure the content resonates with the traveller; how do you source content; how do you monitor and address questions and comments; how do you schedule content; how do you define success.
Limit your response to 2 pages, Arial 12 font. Question is worth 4%
- E.1.5 List five key media accounts and five social media influencers in Germany that your company believes would be best aligned with DC and describe the rationale for your selection. Please provide the readership and viewership of the suggested media accounts and social media influencer.
Limit your response to 2 pages, Arial 12 font. Question is worth 3%
- E.1.6 Provide a case study that demonstrates your ability to identify key account travel trade operators in Germany. Detail what criteria you use to identify key trade accounts, what KPIs are used to measure success and expected co-op marketing reporting tools.
Limit your response to 2 pages, Arial 12 font. Question is worth 4%
- E.1.7 Tell us about your company. Include the following information:
a) Organizational structure and additional resources, services, and support your company can provide to assist DC with its objectives;
b) Years of experience, reputation, core competencies, and recognized expertise in the market; and
c) Why your level of expertise and experience are a good fit for DC.
Limit your response to 2 pages, Arial 12 font. Question is worth 4%

E.1.8 Provide information on the Account Director and Team that would work with DC. Include the following information:

- a) Details of their relevant experience, education, and expertise; and
- b) Roles and responsibilities.

Limit your response to 2 pages, Arial 12 font. Question is worth 3%

E.1.9 In your expert opinion, how would you proceed to increase the co-ordination role between DC and PMOs, city destinations, and Canadian industry partners in-market? How would you work with them in-market?

Limit your response to 1 page, Arial 12 font. Question is worth 3%

Please consider the following in your response:

- In 2017, DC established an industry-wide, long-term goal to generate 25 million visitors to Canada spending \$25 billion by the year 2022 from all international markets. Effectively this goal is to beat the rate of international growth, projected at 3-4%, on an annualized basis.
- To reach this goal, DC has proposed a five-year plan to align marketing efforts and market co-investments in international markets, which will allow better coordination of our collective marketing efforts, minimize duplicative investments and maximize our individual and collective return on investments.
- With increased and aligned marketing efforts and co-investments, the Canadian tourism industry will be poised to outperform the rate of global growth and increase market share for Canada. This has the power to incite investor confidence, encourage investment in product development, and drive Canada's long-term economic competitiveness.

E.2 For Reference Only

E.2.1 Please list any national, regional and municipal brands that you currently represent.

E.2.2 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 form in Appendix 4, for approval by DC. DC reserves the right to withhold approval of such sub-contractors.

Note that DC does not require proponents to provide a list of digital or material vendors that are used to support promotional activities.

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.

If applicable, indicate the quality control measures and contract resolution processes you have in place for sub-contractors.

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

Using the table provided below, provide your Total Hours Worked per Annum, Blended Hourly Rate, and Fixed Annual Fee.

For the purposes of calculating proposed pricing, proponents are to assume an annual operating budget of \$4,371,000 CAD for program costs (sales and marketing) and Contractor fees. Proponents may use the below sample of an average monthly time commitment for guidance. Note that requirements and time commitments will fluctuate depending on program demands.

Average Monthly Time Commitment	
Roles	% FTE Hours*
Agency owner/strategic direction	10%
Account Director	100%
Travel Trade Manager	100%
Media/PR/Consumer/ Content Manager	100%
Social media cultivator/community manager	50%
Finance	25%

*Note 100% is equivalent to one (1) FTE

For all proposed pricing, travel related expenses (airfare, accommodation, meals, etc.) are to be excluded. All pricing is to be provided in **Canadian funds** and be exclusive of tax.

- F.1.1 Total Work Hours per Annum – The Contractor to perform a number of activities per year for a fixed annual fee. With reference to question E.1.9, proponents are asked to identify the Account Manager and Team. Using the table provided, identify each individual's level of commitment to the Statement of Work in Section C, over the course of one year.

* FTE%: An estimate of each individual's level of commitment to DC over the course of one year.

Calculation: $(A)/1855 = (B)$

Example: The average employee works 1855 hours annually. John Doe is expected to commit 100 hours annually (A) to DC, then the FTE% is $100/1855 = 5.39\%$ (B).

- F.1.2 Blended Hourly Rate – Provide your blended hourly rate based on the level of commitment of each employee as shown by the FTE% above. **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.

Calculation: Average of all Hourly Rates (C) = (D)

F.1.3 **Fixed Annual Fee** – Provide your fixed annual fee derived from the Blended Hourly Rate multiplied by the total number of hours committed to DC.

Calculation: Blended Hourly Rate (D) x Total Number of Hours Committed to DC (E) = Fixed Annual Fee (F)

*Table data is for example only Proponents are to complete the table their own data.				
Name	Title/Role	Estimated Hours per Annum (A)	*FTE% (B)	Hourly Rate (C)
<i>Example: John Doe</i>	<i>Account Manager</i>	<i>1855</i>	<i>100%</i>	<i>\$120</i>
<i>Example: Jane Doe</i>	<i>Sales Manager</i>	<i>1200</i>	<i>64.7%</i>	<i>\$100</i>
<i>Example: Jack Smith</i>	<i>Creative Solutions</i>	<i>900</i>	<i>48.5%</i>	<i>\$80</i>
<i>Example: Joan Smith</i>	<i>Media Manager</i>	<i>600</i>	<i>32.3%</i>	<i>\$60</i>
Blended Hourly Rate (D): <i>(Average of all Hourly Rates (C) = D)</i>			<i>Example: \$90</i>	
Total number of hours committed annually to DC (E): <i>(Sum of A = E)</i>			<i>Example: 4555</i>	
Fixed Annual Fee (F): <i>(D x E = F)</i>			<i>Example: \$409,950</i>	

F.2 Payment Discounts

DC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts. Please indicate your payment terms and explain any early payment discounts available to DC.

F.3 Pricing Strategies

DC may be open to other pricing strategies, incentives, volume discounts, or other offerings (e.g. rebates, single volume purchase, credit for returnable product, etc.) that would benefit DC. DC, at its sole discretion, may or may not review or consider any such offerings that are proposed. Please indicate any other pricing strategies that your company may be willing to discuss with DC.

SECTION G – PRESENTATION / DEMONSTRATION REQUIREMENTS

G.1 Presentations / Demonstrations Requirements

DC will require proponents, who have made the Shortlist, to give a presentation of their capabilities to deliver the services described in Section C – Statement of Work, as well as suggest a strategic direction/recommendation to a case study provided by DC.

Proponents may be expected to highlight the following:

- Meet account representative(s) - The Account Director and Account Team that will be working on DC's business should be present and active in delivering the presentation;
- Capabilities in providing the services; and
- Proposed strategy to grow tourism for Canada in Germany.

Presentations will take place in Germany at a venue yet to be determined. All costs associated with the presentation will be the responsibility of the proponent.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	June 22, 2018, 14:00 hours PT
Deadline for 1 st Round of Questions	June 7, 2018 14:00 hours PT
Deadline for Final Round of Questions	June 20, 2018, 14:00 hours PT
Closing Date and Time	July 4, 2018, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	Week of August 13, 2018
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	September 6, 2018
Timeframe for Negotiations	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 will be the preferred language of the proponent.

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
1	Proponent Information and Acknowledgement Form
2	Material Circumstances Disclosure Form
3	Amendments
4	Declaration of Sub-Contractors
5	General Contract Terms
6	DC Germany Market Highlights – Facts at a Glance

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 _____, 2018

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.

APPENDIX 6: DC Germany Market Highlights – Facts at a Glance



Germany Market Highlights – Facts at a Glance

More than 5 million German long-haul pleasure travellers intend to visit Canada in the next two years.

2017 Performance



Arrivals¹

388K (↑5%)



Average Trip Spend²

\$1,711

- Arrivals growth was underpinned by increased direct air capacity (up 9% over 2016), a stronger Euro relative to the Canadian dollar and improving economic conditions.
- The majority of air capacity growth was driven by Air Canada, as seasonal services between Berlin-Tegel/Toronto and Frankfurt/Vancouver launched in June 2017.

Market Insights



According to recent UNWTO estimates, Germany is the 2nd largest outbound tourism market globally (behind the US). With approximately 5M German tourists considering visiting Canada in the next two years, there is an opportunity to attract this sizeable target market.⁵



In 2017, German tourists were more likely to visit Canada during the peak season, with some spillover into shoulder season months in Autumn.¹



Compared to other markets tracked in Destination Canada's Global Tourism Watch, Germans are particularly interested in experiencing nature based activities, as well as exploring places other tourists won't go. These are characteristics Canada can authentically promote.⁵

2018 Forecast



Visitor Forecast²

399K (↑3%)



Spend Forecast²

\$734M (↑3%)



Airline Seat Capacity³

↑2%

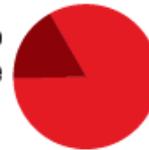


Local Currency vs CAD⁴

↑4.6%

Channel Investment Mix

19%
Travel Trade

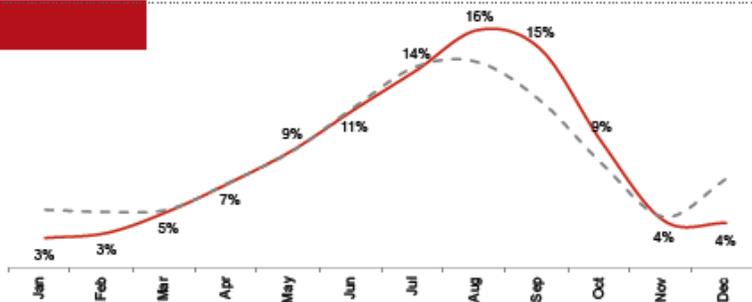


81%
Consumer Direct
& Earned Media

Travel Seasons¹

% of arrivals to Canada by month

— Germany
- - Destination Canada Market Average



Market Potential⁵



12,227,000

Canada's target market



42%

are definitely/very likely to visit
Canada in the next 2 years



5,098,500

Canada's immediate potential

Top Drivers⁵

The main features that German travellers desire in a destination are...

- 1** People are friendly and welcoming
- 2** Beautiful outdoor scenery and landscapes
- 3** Allows me to de-stress
- 4** Cities are great for exploring and soaking in the atmosphere
- 5** Touring around to multiple destinations
- 6** Great place to see wildlife in its natural habitat
- 7** Proud to tell people I have visited
- 8** Cities have a lot of great attractions
- 9** Spend quality time with friends and/or family
- 10** Intellectually stimulating travel experiences

Target Audiences



Learners 25-34

They want to live like a local in their travels, and discover the real places experiences that make a destination so amazing.

Key themes

Introduce authentic experiences and niche activities that will build on their existing perceptions of Canada, and broaden myopic views of Canadian experiences.



Experiencing authentic Canadiana

Experiencing authentic Canadian culture through iconic attractions that are unique to the country.



Exploring regions, not singular destinations

Tour multiple destinations through fly-drive experiences connecting urban and outdoor adventure.



Nature connected to cities

Feeling wowed by Canada's beautiful landscapes and wildlife, while being stimulated by the culture and vibrancy of cities.



Free Spirits 45-64

The places they have travelled to and their experiences there define them. They want to discover cool places, experiences and things that they can't do at home.

Canada

¹ Statistics Canada, Frontier Counts, 2017
² Destination Canada Research estimates, using Statistics Canada preliminary Q1-Q3 ITS, Frontier Counts and e311 adjusted data (April 2018)
³ IATA, SRS Analyzer Data, March 2018
⁴ Tourism Economics, March 2018
⁵ Global Tourism Watch 2017

For further information, please contact:

Ms. Barbara Ackermann
Interim Account Director
TravelMarketing Romberg TMR GmbH
Mettmann near Düsseldorf Germany
b.ackermann@travelmarketing.de