



NEGOTIATED REQUEST FOR PROPOSAL ADDENDUM #1

NRFP #DC-2021-CD-01 Global Creative Marketing Agency with Media Relations and Public Relations

Close Date/Time:

October 14, 2021
14:00 hours
Pacific Time

Issue Date: October 1, 2021

From: CTC Procurement

To: All Vendors

E-mail: procurement@destinationcanada.com

Below are answers to questions submitted in regards to the above noted NRFP as of September 17, 2021.

Q1. Whether companies from outside the USA can apply for this? (like, from India or Canada)

Answer: As per Mandatory Criteria D.1.2, Proponents must have knowledge of and presence in Quebec (or at minimum, have access to teams in Quebec within their network) to provide French-language services and reflect the needs of the Quebec market. As Destination Canada is Canadian Crown Corporation headquartered in Vancouver, it is our preference that the proponent not only have a presence in Canada, but also a dedicated team on the ground in the greater Vancouver area. While Destination Canada prefers Canadian ownership of the proponent, this is not at all mandatory. Please note it is recommended that proponents review the full NRFP document before submitting questions.

Q2. Whether we need to come over there for meetings?

Answer: Yes, please refer to Section D – Mandatory Criteria Questionnaire, question D.1.1. Please note it is recommended that proponents review the full NRFP document before submitting questions.

Q3. Can we perform the tasks (related to NRFP) outside USA? (like, from India or Canada)

Answer: Please refer to Q1 above. Yes, it is preferred that the proponent have a presence in Canada. Please note it is recommended that proponents review the full NRFP document before submitting questions.

Q4. Can we submit the proposals via email?

Answer: Yes, please refer to Section B.3 Proposal Submission, Webinar, Intentions and Question Instructions. Please note it is recommended that proponents review the full NRFP document before submitting questions.

Q5. Phase Two includes a Case Study and Presentation. Ref B2.2. The term “case study” is somewhat confusing. Is this an assignment being given to the short-listed agencies for which they are to respond with spec strategy and creative or is this a brief from DC and the agency is to respond with the presentation of a case study highlighting their experience through a client that specific and relevant to the brief?

Answer: The former. This will be a Destination Canada case study shared with the “Shortlist” for which they are to respond with their thinking on how they would approach it strategically and creatively. However, Destination Canada is not expecting the “Shortlist” to develop full creative campaign(s).

- Q6. Section B.4.2 NRFP Format and Depth (page 8): We have a question about how/when/where hyperlinks will be accepted as part of a submission: The NRFP states that “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.” But later in the paragraph it goes on to say, “Should the proponent have additional information to support their written response (for example a video) and the file is too large to submit the proponent may include a link in their written response to be considered by DC in the evaluation process.” Can you clarify how/when/where links will be accepted?

Answer: Hyperlinks will be accepted for examples of work completed such as video files that are too large to be submit by e-mail. Links to sites such as LinkedIn or corporate websites will not be accepted.

- Q7. Section E.1.7 – Agency Evaluation Questionnaire – Client Roster (page 25) – If we are partnering with a sister agency to submit our response, should we list the top five clients for each agency or should we combine our list and provide the top ten overall (which might mean that one agency has eight in the top 10 list and the other has two, for example).

Answer: The top five (5) clients for each agency is acceptable.

- Q8. Section E.1.10 – Agency Evaluation Questionnaire – Lead Team (page 26) – Should we include leadership team members from other markets, in addition to the Canadian team?

Answer: Yes.

- Q9. Estimated Budget: Can you provide a sense of what your marketing budget is, in Canadian dollars, in a typical (non-COVID) year?

Answer: Please refer to SECTION A INTRODUCTION - About Destination Canada and <https://www.destinationcanada.com/en/about-us#howweare> for this information.

- Q10. Relative Size of Priority Markets: Can you provide a sense of size/scale of each of your nine priority markets?

Answer: Please refer to <https://www.destinationcanada.com/en/markets> for additional information about Destination Canada’s markets.

- Q11. Lifestage of Priority Markets: Which of your markets do you consider “mature” vs. “growth”? Are there any markets that you are struggling with more than others?

Answer: We consider all of our priority markets growth markets in that they all have opportunity for further growth.

- Q12. Target Audience: Can you talk about who you think Destination [Canada] is “for”? who are we “not for?”

Answer: Please refer to <https://www.destinationcanada.com/en/about-us>.

- Q13. Key Pillars in Your Marketing: What do you consider to be the most important/most successful pillars of your marketing efforts?

Answer: Marketing efforts are considered successful if it helps Destination Canada fulfill our business objectives and deliver on our defined results. For examples of our marketing, please see our websites, social media channels, and YouTube channel.

- Q14. Big Wins/Major Initiatives You Want to Tackle in Next 24 Months: Looking ahead in the next 24 months, are there any major initiatives that you want to deploy in your marketing efforts, either here or in international markets?

Answer: We will work with the successful agency to define the major initiatives.

Q15. Strengths, Weaknesses as a Marketer: What do you see as your strengths as a marketer? Your weaknesses?

Answer: All relevant insights and information about Destination Canada, who we are, how we're positioned, and what we envision for the future have either been included in the NRFP or can be found on our corporate website. More specific questions around what we think, how we perceive our organization's or past efforts, or what we plan for the future will not be answered at this time. While we appreciate the nature of these questions and the spirit behind them, we intend to work with the successful agency to explore these areas and address them together.

Q16. Scope – Areas You Most Need to Improve? Thank you so much for the details in the scope. Are there any areas where you think you most need to improve / scale rapidly?

Answer: Please refer to Q15.

Q17. Resonance of Current Brand Platform: Do you believe that your current brand positioning and expression is working well or does this scope include the need to evolve it? Can you tell us how "For Glowing Hearts" resonated with different audiences?

Answer: Please refer to Q15.

Q18. Knowledge Gaps Within Your Organization: You have access to a tremendous amount of data and are well-known as a research and intelligence hub for your category. What areas of research and intelligence might you like your agency partner to provide? Said another way, what are your knowledge gaps?

Answer: Destination Canada will work with the successful agency to identify and close any knowledge gaps.

Q19. Learnings From Covid: As noted above, you have a wealth of great data and insights. What have been your biggest learnings from COVID?

Answer: Please refer to Destination Canada's corporate website for this information, <https://www.destinationcanada.com/en/coronavirus-updates> and <https://www.destinationcanada.com/en/research>.

Q20. Pivots As a Result of Covid: Can you talk about your beliefs/expectations headed into the next 12 to 24 months? How have you pivoted and how will you be approaching the next several visitor seasons?

Answer: Destination Canada will work with the successful agency to identify how to approach the coming seasons.

Q21. Biggest Challenges Post-Covid: As many nations compete to recapture tourism spend post-COVID-19, what are the biggest challenges facing Destination Canada?

Answer: Destination Canada will work with the successful agency to discuss and approach challenges.

Q22. Competition: Who or what do you think you're competing against most?

Answer: Destination Canada will work with the successful agency to define our competition.

Q23. Competitors You Admire: What other destinations' marketing efforts do you most admire / benchmark against?

Answer: Please refer to Destination Canada's corporate website for this information, <https://www.destinationcanada.com/en/research> and <https://www.destinationcanada.com/en/global-tourism-watch>.

Q24. Remuneration: Understanding that remuneration is project based, can a project fee be established for the ongoing work that will take place between project briefs?

Answer: Please refer to C.5.1 DC Agency Project Brief Process where it states; DC will apply a mixed model of retainer and project fees, as required per project.

- Q25. Working with International Market Resources: Are you interested in having a direct relationship with the agency's teams in the international markets or would you prefer that the Canadian-based agency team manages those relationships?
- Answer: Destination Canada expects both a centralized team and in-market support where available and appropriate.
- Q26. Agency Footprint in Vancouver: How much advantage, if any, will there be given to an agency with a permanent core team in Vancouver?
- Answer: There are no specific points awarded for the location of the contractor. However as Destination Canada is Canadian Crown Corporation headquartered in Vancouver, it is our preference that the proponent not only have a presence in Canada, but also a dedicated team on the ground in the greater Vancouver area. While Destination Canada prefers Canadian ownership of the proponent, this is not at all mandatory.
- Q27. Incumbent Agency Participation: Is the incumbent agency participating in this RFP process?
- Answer: Destination Canada does not disclose who is participating in the NRFP.
- Q28. New Importance in this Pitch (vs. previous years): Are there any new/greater areas of focus and/or requirements for the agency that haven't previously been as critical to you in your search?
- Answer: Please refer to Q15.
- Q29. Digital Agency: Can you confirm that you will still be working with your digital agency of record?
- Answer: DC may or may not continue working with current providers as this is dependent on current and future needs as well as contract lifecycle.
- Q30. Appetite for Agency Research & Insights: You mention that the agency will not be required to perform any research, but if the agency has research findings to offer is there an appetite for DC to receive?
- Answer: Yes. Destination Canada would be interested in any relevant research findings or insights the agency has to share.
- Q31. Regarding C.3.7 - Strategic Media Relations / Public Relations - Can you provide a forecast or recent breakdown of these activities that would indicate the volume of activity anticipated in each of the top core target markets.
- Answer: Due to the pandemic, 2020 and 2021 have been unprecedented years for Destination Canada and our marketing. If you review our previous annual reports, you will have a sense as to our anticipated activity in our core markets which can be found on our corporate website <https://www.destinationcanada.com/en/about-us>.
- Q32. Regarding C.3.8 - Can you list the top 3 markets in which you have been / propose being active in the Event management activities described.
- Answer: Our Event management aligns with our marketing needs and current marketing activities. Further information can be found on our corporate website <https://www.destinationcanada.com/en/about-us>.
- Q33. Regarding the case studies / examples in Section E: are there any geographic restrictions on the case studies that proponents may submit for evaluation?
- Answer: No, the proponent is responsible for determining the appropriate case studies to submit that best address the criteria in the questionnaire.
- Q34. Regarding the maximum response lengths, are illustrations or graphics considered part of the maximum response length? Are proponents permitted to submit graphics or further information in the form of an appendix?

Answer: The maximum response length should be the written response; proponents should be conscious of the length and breadth of responses and minimize excessiveness. If necessary proponents may submit an appendix.

- Q35. Are there any restrictions / evaluator preference on the format in which responses are submitted? Is PDF preferred?

Answer: Please refer to section B.3.2 Proposal Submission, Intentions and Question Instructions for information on submission requirements. Please note it is recommended that proponents review the full NRFP document before submitting questions.

- Q36. It is mentioned that the purpose of the NRFP is to find a Global Public Creative Marketing Agency... does this mean the selected agency(ies) will be Canadian?

Answer: As Destination Canada is Canadian Crown Corporation headquartered in Vancouver, it is our preference that the proponent not only have a presence in Canada, but also a dedicated team on the ground in the greater Vancouver area. While Destination Canada prefers Canadian ownership of the proponent, this is not at all mandatory. Please note it is recommended that proponents review the full NRFP document before submitting questions.

- Q37. How will success be measured (other than with qualitative measures)?

- a. What are your KPIs to evaluate the success of a campaign?
- b. What are your KPIs to evaluate the Agency's performance?

Answer: Destination Canada will work with the successful agency to define success and performance metrics.

- Q38. How many agencies currently work with DC? And how is the work divided?

Answer: This information will be provided to the successful agency as required.

- Q39. How is your overall marketing budget allocated (PR, B2C, B2B, events, etc.)?

Answer: Each market's budget depends on the year's objectives and opportunities. However, to understand past years' work, please refer to our previous annual reports located on our corporate website <https://www.destinationcanada.com/en/about-us>.

- Q40. The NRFP mentions the agency will have a digital support/evolution role. Are you planning a website revamp? Is there a technological platform of preference and what is the CMS used today? Would you be open to optimizing your CMS' platform with a new technology?

Answer: The proponent(s) will not be responsible for sourcing a new CMS platform but may support Destination Canada in optimizing current systems. Any current systems relevant for the work being completed will be shared with the successful agency.

- Q41. Could you tell us a little about the Marketing team, the different roles and responsibilities within it, the organization at a central and global level?

Answer: At Destination Canada's headquarters in Vancouver, some of the teams are focused on supporting geographic markets and our teams located therein. Destination Canada also has global team members in our headquarters who work across markets, focusing on a specific function, such as video production, or social media.

- Q42. Could you explain a little bit more the expectations for the agency in relation to DC's different partners like cities, resorts, etc.? Is the agency role one of cascading the central brand creative, ensuring partners understand the brand, its tone and its values, training, policing creative produced by partners to ensure brand compliance, or producing solutions to specific business needs, working with specific partners?

Answer: Destination Canada works with our partners directly. The agency is not required to monitor the work of our partners.

- Q43. What is a non-tourism-related conflict client? Could you give us an example?
Answer: Destination Canada will reviews potential conflict of interest clients on a case by case basis.
- Q44. What is the timing in terms of starting the work?
Answer: Destination Canada anticipates onboarding the successful agency in early 2022.
- Q45. Is the Brand Positioning a given? How far would you be prepared to change it to optimize results and reflect the post Covid global situation?
Answer: Please refer to Q15.
- Q46. To what extend do you see the task for the agency as reputation management vs. marketing Canada as a tourist destination? Acknowledging that both are critical and interrelated do you see the emphasis of this RFP on one or the other?
Answer: Destination Canada's primary focus is always marketing Canada as a tourist destination.
- Q47. How will Destination Canada's global creative marketing and PR efforts be prioritized between international and domestic campaigns, in terms of resource and budget split? For example, if by percentage budget split: United States (30%), Canada (20%), China (10%), Japan (10%), Australia (10%), UK (5%), Germany (5%), Mexico (5%), France (5%).
Answer: Our primary markets are Canada and the US. Each market's budget depends on the year's objectives and opportunities. However, to understand past years' work, please refer to our previous annual reports located on our corporate website <https://www.destinationcanada.com/en/about-us>.
- Q48. Is DC's expanded domestic marketing remit to Canadian travelers (implemented due to COVID-19) expected to continue at this same level for the contract period?
Answer: Destination Canada currently has a three year manadate for domestic marketing, however this timeline could change.
- Q49. Are there guidelines for the expectation of activity and/or impact desired to achieve in each market? Said another way, is DC intending on "always on," retained support in each key source market within each region, or will some source markets be "activated" on a project or campaign basis only?
Answer: Destination Canada wish to maintain brand awareness and keep Canada top of mind in all of our markets.
- Q50. Are you able to share primary business or marketing objectives, key metrics for marketing success, and target audience details for each key source market? As well as the EQ profiles, has any new or additional work been done to identify and understand high-value audiences in each source market?
Answer: Please refer to Q15
- Q51. Are you able to share specific target areas (e.g., provinces, states, cities, as they're locally referred to) within each of the key international source markets?
Answer: Yes, there are and have been more specific target areas in each of our priority markets. However, these can change based on objectives and opportunities. Destination Canada will share these target areas with the successful agency.
- Q52. What tourism destinations does Destination Canada perceive as its key competitors for each international source market?
Answer: Destination Canada's competitors vary by market, offering, season, and audience demand please visit our corporate website <https://www.destinationcanada.com/en/research>.
- Q53. In section C.1.1., you mention the Canada Specialist Program and Rendez-vous Canada. Would the selected agency or agencies play a role in supporting either of these programs? If so, can you please expand on this?

Answer: These programs/events were included for information purposes about Destination Canada. The successful agency may or may not be required to support in this area. Further information can be found here: <https://www.destinationcanada.com/en/canada-specialist-program-international>
<https://www.rendezvouscanada.ca/>

Q54. Which of its 2020-2021 marketing programs or activations is DC most proud of? What has been your most successful initiative of the past two years?

Answer: Please refer to Q15.

Q55. What does DC see as the biggest gap or opportunity for growth in its current creative marketing and PR efforts?

Answer: Destination Canada will review our prior work, gaps and results with the successful agency.

Q56. Which brands and/or tourism organizations do you believe are doing story-driven marketing well?

Answer: Destination Canada will discuss with the successful agency.

Q57. Who from Destination Canada will participate in the Phase 1 Remote Interviews and Phase 2 Case Study and Presentation meetings? Does DC expect to see representation from each region in the Phase 1 Remote Interviews, given the limit on attendees?

Answer: Destination Canada will provide further information, guidance and instruction to successful participants at each stage of the process, including those who make it through to interviews.

Q58. Is DC open to the use of visual diagrams and imagery in the Phase 1 response in order to communicate organisational charts and processes (adhering to page limits), or is preference for written responses only?

Answer: Yes visual diagrams and imagery are acceptable where needed to illustrate a point or bring key information and responses to life and make them more accessible. However excessiveness should be avoided, please do not overwhelm your response with too many visuals or too much imagery.

Following is one (1) 1 amendment to the requirements of the above noted NRFP.

The following is deleted:

B.3 Proposal Submission, Webinar, Intentions and Question Instructions

and replaced by:

B.3 Proposal Submission, Intentions and Question Instructions