



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Global Paid Media
Competition Number:	DC-2022-CD-04
Closing Date and Time:	June 13, 2022, 14:00 Pacific Time (PT)
Contracting Authority:	Christine Duguay Procurement Advisor 604-638-8345 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 organization and a Crown Corporation of the federal government. DC supports the Canadian tourism industry by:

- sustaining a vibrant and profitable Canadian tourism industry;
- marketing Canada as a desirable tourist destination;
- supporting a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- providing information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

At Destination Canada we believe in the power of tourism.

Our aspiration is to enhance the wealth and well-being of Canadians and enrich the lives of visitors.

Our mission is to influence supply and build demand for the benefit of locals, communities and visitors through leading research, alignment with public and private sectors, and marketing Canada nationally and abroad. In collaboration with our partners, we promote Canada as a premier four-season leisure and business tourism destination around the country and world.

Destination Canada's approach focuses on markets where Canada's tourism brand leads and yields the highest return on investment. We use research to drive our evidence-based marketing in nine key geographic leisure source markets: Australia, Canada, China, France, Germany, Japan, Mexico, United Kingdom and the United States. In addition, our Business Events team leverage in-depth global market analysis to target international clusters aligned with Canada's priority economic sectors.

We believe that Canada's diversity, its greatest asset, is also, what touches travellers' hearts most deeply. To that end, we are committed to inclusive leadership within our workforce, workplace, and interactions with partners and travellers alike.

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

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the "**NRFP**") is to solicit proposals for global paid media services. 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 contract negotiations with the selected proponent(s). The contract will be 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 two (2) years, at DC's sole discretion. DC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Contractor.

A.3 Process Overview

The schedule for the proponent selection process is as follows:

Stage of the NRFP Process	Date *	Evaluation Percentage (if applicable)
Intent to Submit**	May 6, 2022	Not Applicable
Deadline for Questions	May 16, 2022 14:00 Pacific Time (PT)	Not Applicable
Closing Date and Time	June 13, 2022 14:00 Pacific Time (PT)	Not Applicable
Phase One (1): Agency Evaluation Questionnaire	June 13, 2022 14:00 Pacific Time (PT)	100%
Phase One (1) evaluation total		100%
Phase Two (2): Remote Interviews (Longlist)	July 18, 2022 - July 20, 2022	30%
Phase Two (2) Case study response submission	August 5, 2022 14:00 Pacific Time (PT)	Not Applicable
Phase Two (2) Pricing	August 5, 2022 14:00 Pacific Time (PT)	25%
Phase Two (2) Presentations of Shortlisted Proponents	August 9, 2022 - August 12, 2022	45%
Phase Two (2) evaluation total		100%
Timeframe for Negotiations	30 days following notification by DC	Not Applicable
Notification: DC will endeavour to notify all successful and unsuccessful proponents	September 2022	Not Applicable

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

** 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.

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 Process and Evaluation Criteria

Proposals meeting the mandatory criteria will then be evaluated and scored on the criteria set out below, the scoring of Phase One (1) will not be cumulative with Phase Two (2). 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’s Senior Executives and/or DC’s Board of Directors.

All decisions on the degree to which proposals and/or interviews and presentations meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of DC.

B.2.1 Phase One (1):	Weighting
Agency Evaluation Questionnaire (Section E)	100%

Proposals will be evaluated based on their responses to the questions provided in Section E - Agency Evaluation Questionnaire. Proponents are asked to answer a series of desirable criteria questions, as well as provide the requested case studies. Proposals that achieve a score of 60% of the 100% or higher (the “Threshold”) will meet the Threshold.

Following this evaluation, DC intends to limit further evaluation to a maximum of up to eight (8) top ranked proposals (the “Longlist”).

PHASE (ONE) 1 TOTAL 100%

The proponent scoring from Phase One (1) will not be cumulative with the proponent scoring from Phase Two (2) noted below.

B.2.2 Phase Two (2):	Weighting
a. Remote Interviews (Section F)	30%

The Longlist will be invited to attend an up to two (2) hour interview with DC; interviews will be held remotely via web conferencing. These remote interviews will be an opportunity to review the responses provided in Phase One (1). The dialogue is meant to provide both the Agencies and DC with a better understanding of the teams with whom they may be working with in the future.

Following the Remote Interviews, DC intends to limit further evaluation to a maximum of up to four (4) top ranked proposals (the “Shortlist”) who will proceed to Case Study/Assignment and Presentation and Pricing.

b. Case Study/Assignment and Presentation (Section G) **45%**

The Shortlist will be invited to submit a case study/assignment response and provide a presentation based on the information and agenda provided by DC.

c. Pricing **25%**

PHASE (TWO) 2 TOTAL 100%

B.3 Negotiations

DC reserves the right to conduct concurrent negotiations, as defined in Section H.9 Negotiations, with a limited number of the top ranked proponent(s) up to a maximum of the four (4) highest scored proposal(s) from Phase (Two) 2.

B.4 Proposal Submission, Intentions, and Questions Instructions

B.4.1 Submissions

Proponents should submit their entire proposal via email to the Contracting Authority by the closing date and time (“Closing Time”) of **14:00 hours PT, June 13, 2022**.

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.4.4 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.4.2 Questions

Proponents may submit questions via e-mail to the Contracting Authority until **14:00 hours PT, May 16, 2022**. 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.4.3 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, May 6, 2022**. 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.4.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**NRFP DC-2022-CD-04 Global Paid Media - 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 twenty-megabyte (“MB”) file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 20 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.5 NRFP Form of Response, Format and Depth

B.5.1 NRFP Form of Response

Proponents must 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
- Section D – Mandatory Criteria Questionnaire
- Section E – Agency Evaluation Questionnaire

B.5.2 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. 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.

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.6 Agency Performance Management

DC is committed to fostering and supporting strong positive relationships with its Agencies to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Agency's performance during the term of any agreement may be assessed using key performance measures.

Any Agency who has demonstrated poor performance during either a current or a 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 it deems proper and/or necessary.

SECTION C – BRAND OVERVIEW AND STATEMENT OF WORK

C.1 Background

Destination Canada (DC) is seeking a global agency with expertise in paid media services to become a vital partner, supporting us to undertake the marketing activities that will help Canadian and international travellers discover and explore Canada. The visitor economy is an important contributor to Canadian lives and livelihoods; generating sustainable economic, sociocultural and environmental benefits across our vast land. Simply put, tourism improves the wealth and well-being of all Canadians.

Supporting a strong industry recovery and building toward our longer-term goal requires bold choices focused on the avenues of greatest opportunity for Canada. Embarking on this strategy to deliver on our mandate entails fundamental pivots such as establishing an ongoing role for domestic marketing to inspire Canadians to know and love their country more.

Our strategy requires adjusting our geographic presence and realigning program activities to focus on those audience segments and global partnerships that will be of high-value to Canada. Our strategy also includes a new role for us in destination development that will incite product development and long-term sector investment and enable Canada to compete with other countries like never before. For more information, please see Destination Canada's [2021-2025 Corporate Plan](#).

We are looking for an Agency that shares this vision, a truly global agency with a presence, knowledge, or network in Quebec, the rest of Canada, the US, Mexico, UK, Europe, Australia and Asia.

Destination Canada is a Crown corporation wholly owned by the Government of Canada. For further information, visit <http://www.destinationcanada.com>.

C.1.1 Our Brand

When it comes to inspiring travellers across the country and around the world to explore Canada, DC's marketing efforts focus on the story first. We look to the communities, the land and water, the food and culture, but most importantly, the people from coast to coast to coast. Instead of being advertising-led, we strive to share and leverage memorable narratives that differentiate our product, people and places. Our content speaks to the heart, appeals to the senses and provokes emotional responses. Our content is shared across a range of channels, including video, newsletters, web copy, travel trade, media, events, articles and social media.

The way that Destination Canada's Consumer Brand is currently positioned and expressed is "Canada. For Glowing Hearts." More than just a tagline, it is the spirit of all the work we do. It is both our message and how we proclaim it to the world. "Canada. For Glowing Hearts." is driven by the belief that travel should change you and Canada will leave a lasting mark on the hearts of travellers, business decision makers and all who visit this country.



Our stories are a reflection and extension of our brand. They must speak to those with Glowing Hearts craving a connection with the people and the places that make Canada distinct. These stories can be told to consumers, travel trade, business event decision makers, media and others across a variety of channels, from social media and itineraries, to industry publications and billboards, and more.

Our brand doesn't speak to just one channel, one market or one audience. Rather, it touches all aspects of our marketing. As a result, we must have a consistent and collaborative vision for our marketing and content creation, allowing the best stories to resonate with the widest audience. In this way, we build our brand and create opportunities for shared successes across markets and channels.

C.1.2 Our Work

Prior to 2020, and riding a tide of global growth for over five years, Canada's tourism industry reached record levels of revenue and international visitation. Then, in March 2020, the COVID-19 pandemic brought tourism to a standstill around the world, with each new wave drowning the industry's prospects for recovery. For the past two years, working together with our Team Canada and federal family partners, our work has focussed on three critical imperatives: response, recovery and resilience. As we move past the response phase, we are committed to a two-pronged strategy: a short-term, three-year focus on revenue recovery and a ten-year approach to sector resilience that will make us a more successful competitor.

Looking toward the next decade, Destination Canada is striving for tourism growth that generates wealth and well-being for Canada while enriching the lives of our guests – increasing business prosperity, strengthening socio-cultural vibrancy, and lifting environmental sustainability. Our strategy is focused on attracting High Value Guests from three travel segments: Domestic Leisure Travel, International Leisure Travel (focused on nine key markets: United States, United Kingdom, France, Germany, Mexico, Australia, Japan, South Korea and China), and International Business Events (group travel for meetings, associations, conventions, events and incentives aligned with key industry growth sectors). The High Value Guest (HVG) makes travel choices based on their desire for self-enrichment and they visit destinations consistent with their personal values, with an increased consciousness around responsible travel.

Our strategy aims to attract HVGs by leveraging our powerful brand, increasing the quality and quantity of our internationally competitive experiences, strengthening the vitality of the Canadian tourism industry, and building support for tourism amongst Canadians.

C.1.3 Our Activities

The Agency will provide support to DC in the activities described below.

Destination Canada markets Canada domestically and internationally, informed by individual market conditions and traveller interests, and the Agency must support these activities in all of our markets. Our primary travel segments are leisure and business events travellers in Australia, Canada, China, France, Germany, Japan, Mexico, South Korea, United Kingdom and the United States. We are a leader in industry knowledge, and provide research intelligence, tools and insights to our partners (such as provinces, territories, cities, towns and resorts, attractions, transportation companies and accommodations), equipping them to optimize their own activities and maximize their reach.

DC's marketing efforts inspire travellers around the world to discover and engage with content that speaks to their personal and business interests and drives them to want to travel and work in or visit Canada; as well as promote their experience with Canada during and after their visits. Our stories must work across multiple channels:

- Direct-to-Consumer
- Travel Trade
- Earned Media (media relations and public relations)
- Corporate Communications
- Business Events
- Brand Partnerships

As a Crown corporation of the Government of Canada, we must abide by the Official Languages Act and our work domestically must be presented in both official languages (English and French).

Direct-to-Consumer is a key channel we employ to influence demand for Canada as a travel destination. We build on our strongest, most relevant stories to inspire our target travellers. Within our markets, we tailor the use of paid advertising and earned storytelling in broadcast, newspapers, magazines, billboards, market-specific digital channels including search, and database marketing to support our "always on" activities. Often, we run these marketing programs in partnership with key private and public sector partners.

Our global website platform targeting travellers is travel.destinationcanada.com. This presence has country-specific websites, so we are able to localize our content by language and interests. Our websites are a vital part of our channel mix and provide an always-on connection to our target travellers. For our partners, they are also a means to share some of their best content, providing a national lens for their experiences.

With more than 1.8 million followers on [Instagram](https://www.instagram.com/explorecanada), (@ExploreCanada) we have one of the largest followings of any National Tourism Organization in the world. Our focus is to be where travellers are spending their time online and creating opportunities to be part of their conversations. We showcase Canada with stories, imagery, and videos to strengthen Canada's position as a year-round travel destination and to spread the love for Canada. Our other global social channels include Facebook (Canada Keep Exploring), Twitter, YouTube and market-specific platforms such as Weibo and WeChat. In addition to engaging directly to consumers as described above, we reach our target travellers indirectly through promotional activities with **travel trade**, including airlines, travel agencies and tour operators. We assess actual sales resulting from our marketing partnerships with travel trade in all of our leisure markets.

In the area of **Earned Media**, our **media relations and public relations** activities develop strong, trusted relationships with key media to inspire positive earned coverage about travel to Canada.

Key activities include proactive story pitches, hosting media, hosting and participating in media events, and managing online media resources such as our Media Centre. Our earned media work is localized by market to reflect the media landscape and the nuanced behaviours and preferences of the media and target travellers. These activities may be related to leisure, travel trade, corporate, news and or business events media, and are required in both Official Languages.

The Agency may also have a role supporting corporate communications, destination development and marketing intelligence efforts both domestically and internationally. This includes, but is not limited to, developing paid media plans and recommendations for the amplification of research reports, events, and key initiatives targeted at the Canadian tourism industry. This support may also include the monitoring of comments/community management on paid social ads.

Destination Canada's **Business Events** team is charged with growing Canada's share of international business events by promoting the country's expertise across priority economic sectors (life sciences, technology, agribusiness, natural resources, finance and insurance, and advanced manufacturing), and Canada's unique meeting, convention, and incentive event possibilities. Our [Business Events](#) activities currently span markets globally — targeting clusters that are aligned with our priority economic sectors — through both marketing, communications, sales and business development initiatives. By driving awareness of Canada's leading economic strengths, leadership and innovation in priority economic sectors, we help decision-makers and meeting planners leverage Canada's intellectual capital to host meetings with purpose across Canada. Sector expertise paired with Canada's vibrant cities and state-of-the-art infrastructure, and unique incentive experiences, generates business events storytelling that positions Canada as an ideal host for international meetings, events and incentive trips.

While we are the national tourism organization, we are not the only voice of Canada to the traveller. Our **industry partnerships** are key to success. We work alongside our national, provincial, territorial and city partners as a united Team Canada to inspire travellers, media and meeting planners to choose Canada over all other destinations.

Today's organizations are winning with **analytics**, maximizing the value of data to transform information into actionable insights and better business outcomes. Destination Canada's outcomes are centered on our ability to deeply understand, target, and connect with our guests to maximize our marketing impact while shaping and demonstrating tourism's contribution to our host communities.

As an insight-driven marketing organization, we use **research and intelligence** to guide our decision-making. We pride ourselves as an industry leader in consumer and travel research, producing regular data, segmentation, market intelligence, and industry analysis. The objective is to understand changing market conditions and consumer behaviour to help businesses market to domestic and international travellers and grow Canada's tourism industry. You can access all of Destination Canada's publicly available research [here](#).

Our key research publications include the Global Tourism Watch, which provides market-specific consumer insights across all of Destination Canada's international markets and the domestic Canada market. In addition, publications such as the National Tourism Indicators, Tourism Spend, and Tourism Forecasts help to understand the economic impacts tourism has in Canada.

Beginning in 2020, Destination Canada evolved our research program in response to the global COVID-19 crisis. This work includes regular reporting on impact and recovery, resident sentiment, recovery signals framework, and emerging key trends. We will continue to be a national source of

data and intelligence to lead Canada's tourism industry in a national COVID-19 response and recovery initiatives. You can access all COVID-19 related research [here](#).

Building on our existing strengths in research, Destination Canada is positioning itself with a new strategic role in destination development. DC's destination development's research program seeks to identify and monitor the evolution of tourism clusters, track private and public investments, quantify how tourism contributes to the wealth and well-being of Canadians, and understand Canadians' perceptions of the value of tourism and the impact on their communities.

As Destination Canada embarks on its data strategy, we are committed to taking insight-driven approaches, integral to aiding and expediting the tourism sector's recovery.

C.2 An Evolved Agency Partnership

Your expertise and experience

DC is looking for the ideal partner(s) to help us achieve our ambitious goals. The Agency should have deep expertise in researching, strategizing, establishing, running and optimizing comprehensive paid media activities within our core and emerging markets. We are looking for a truly global agency with a presence, knowledge, and/or network in Quebec, the rest of Canada, the US, Mexico, UK, Europe, Australia and Asia.

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

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

The way you work

The Agency must be highly agile one that embraces change and is able to effectively capitalize on the complexities and demands of an ever-evolving marketplace. We are looking for an Agency that is collaborative and will expand our collective capacity to identify innovative opportunities to share the love for Canada. The Agency understands that in order to develop original programs, you need skills beyond traditional business logic and marketing and communications tactics. Your team explores and gathers insights, monitors and understands the media landscape, holds knowledge of and has strong relationships with print, broadcast and online media, and interprets marketplace signals that can be leveraged for transformative ideas.

DC believes creative breakthroughs are the result of talented people building upon one another's thinking. We are looking for a true partner Agency who welcomes conversations with us about ideas and integrates our team into the marketing communications and creative process. You collaborate with us, and our other partners when required (both at the project and senior account levels), to create a strong global vision with defined, measurable results and give clear direction and support to our international markets. You empower our in-market team members to produce content, identify new partnerships, and build relationships with media, influencers and affinity partners to deliver on the objectives in a way that makes sense for each region.

Partnerships among a diverse, passionate and important tourism industry is a critical component to our success. The Agency must be able to understand, support and collaborate with our partners, including city, regional, territorial and national tourism partners, industry associations, commercial

partners, government partners and other agencies. You value diversity and actively reflect the principles of Justice, Equity, Diversity and Inclusion. You will represent Destination Canada in this work, and uphold a commitment to strong, positive working relationships and ensure success.

The way you think

The Agency's team operates with humility and a deep respect for the customer. The Agency must be open to rethinking assumptions and engaging directly with users to derive true insight into our audience. You embrace an agile approach and are able to embrace and take feedback in stride to achieve work that distinguishes Canada in the marketplace and in the mind of travellers. You act with integrity and provide DC teams with a transparent and honest perspective on strategic plans and tactics to ensure we remain consumer focused. You share progress early and often, and model tangible solutions to test and iterate. Your agency is focused on testing and analytics and continually monitor and optimize program performance, and share learnings.

The work you deliver

The Agency has a data driven approach to media planning, buying and management, led by integrated analytics, optimization, and insights. Your analytics and media team are tied at the hip. Data analytics underpins and is at the core of the strategies and plans you develop. The Agency's work in the market is based on a symbiotic approach where data and media buying activity feed into each other in a positive feedback cycle.

The Agency values all marketing platforms and channels and understands that the interaction varies market by market; between online, out-of-home, social, print, live events, broadcast, media trips and word-of-mouth. You have demonstrated the ability to lead campaigns across channels. You know what works in different markets and channels and have trusted media relationships globally. You continually review performance data to inform and adapt. You too thrive in a test-and-learn environment.

We require the Agency to develop paid media strategies and recommendations that lead with a strong vision and allow markets to implement solutions with a perspective and via channels that are authentic, culturally relevant, and effective in their specific regions. We want to partner with an Agency to continually evolve the way we go to market and how we collaborate with our industry partners in Canada and in our markets. Accordingly, the scope of work for each project should be defined collaboratively.

Even though you can develop evidence-based recommendations across all channels, you understand that one organization cannot do everything well in-house. Accordingly, you draw from a global talent pool, as needed, to deliver and are able to quickly pivot to address rapidly shifting consumer preferences in our markets.

C.3 Scope of Work

DC will collaboratively evolve our campaigns to optimize impact and achieve our goals. We will engage with our Agency to provide an integrated spectrum of professional services associated with developing, executing and optimizing the development of an overarching global paid media plan as well as DC's market-specific plans. The Agency will collaborate with DC's Global Marketing and Communications Departments, both at our Headquarters (HQ) in Vancouver and within each market on the activities below.

C.3.1 Account Management and Collaboration

DC has an established culture that is centred on shared beliefs of trust, collaboration, passion, boldness and a desire to learn.

The Agency should be agile, responding to requests and overseeing in-market and HQ activities without employing a top-heavy team. The account structure should include on-the-ground specialist teams that serve as a cost-effective method for managing and executing regional programs.

The Agency is to provide key contact(s) based in Vancouver and any of DC's international markets ensuring we are well represented wherever our brand has a presence. These contacts should include individuals with deep media landscape knowledge and experience within each market. They must be capable of working with DC's Global Marketing and Communications teams, and will be responsible for coordinating all activities described in this Statement of Work, including regular status calls, timeline management, project management, status documents, budget management, setting up calls and meetings, meeting follow ups etc.

DC works with Provincial, Territorial and Destination marketing organizations teams from across Canada. The Agency may be required to collaborate with teams from these organizations on joint plans and tactics in any of DC's global markets. This includes working closely with our in-market General Sales Agents, their agencies/suppliers, and our trade partner agencies.

C.3.2 Strategy and Research

Our Agency will be expected to develop strategies that are aligned with DC's brand and [corporate values](#) as part of our global and market planning process. They will collaborate with and support our insights and analytics team to ensure we have a clear understanding of the competitive landscape, the traveller journey, emerging trends and technologies, and past performance. They will use their deep analytical expertise to distill the human truth from the data that will form the center of our marketing activities. They should identify and vet media partners, which could include publishers, broadcasters, brands, influencers and more, who will expand the reach and impact of our marketing activities, and should be able to provide a clear rationale for how each partner they recommend aligns with a specific market and/or our brand overall. They will keep abreast of cultural trends and be able to assess the impact and relevance of these trends to DC's strategies.

Our Agency should leverage our access to major media and technology platform partners (i.e., Google, Meta, etc.). In addition, they should have their own strong, collaborative relationships with major and minor media/technology vendors and partnerships thus affording DC immediate support and access to betas.

C.3.3 Thought Leadership

We are seeking a thoughtful and proactive partner whose deep understanding of our strategy enables them to challenge our thinking, push our capabilities, and increase our ability to strengthen Canada's tourism ecosystem. Our Agency should consistently offer thought leadership that expands DC's knowledge of and capabilities in modern approaches to marketing, while also aligning with our corporate values. This includes providing DC with access to unique research, training, industry and agency experts, and invitations to participate in innovative marketing trials and partnerships.

Our Agency should demonstrate a commitment to and passion for learning and innovation. They should be prepared to proactively share industry-related insights, tips, and strategies with DC. DC wants to remain at the leading edge of innovative marketing. We require a like-minded Agency who can support DC as an incubator for breakthrough storytelling and marketing, and DC's drive to be a leader in innovative marketing for our country, our partners and travellers.

The results of the collective, rapid innovation activities should be to advance a culture of innovation and entrepreneurial development among our tourism partners and businesses, foster the development and adoption of new tourism products and business practices and position DC globally as an innovator in tourism marketing thus keeping Canada front-of-mind internationally.

C.3.4 Brand and Media Partnerships

The landscape has shifted, and DC has moved away from solely traditional advertising to a strategy that involves working with a number of media brands, non-traditional partners and influencers to develop content programs for and in collaboration with DC for publication and distribution on either/both third-party and owned channels. The Agency will have an integral role in these partnerships by supporting DC in the process of identifying these partners, communicating global and market strategies for the development of content and/or other outputs, managing relationships and reviewing and vetting third-party content prior to DC approvals.

The Agency should have expertise around market-specific media brands, non-traditional partners and influencers. They should already have strong relationships, and be able to build them, in all of DC's markets. The Agency should also have subject matter expertise both in language (for vetting, revisions, etc.) and within each market to provide regionally and culturally appropriate recommendations. Ultimately, our Agency should continually seek innovative ways to convey the brand's value proposition, while improving our use of paid channels within a multi-channel approach (a mix of owned, earned, trade and paid media, where paid media is not limited to traditional advertising placements) to reach our target traveller.

C.3.5 Media Planning, Buying and Management

DC's Agency should work with our team to develop paid media plans for DC's markets, rooted in market and target audience intelligence, considering paid media best practices and trends, Agency first-party research, as well as DC and third-party research. The agency should develop and submit media plans that are strategically aligned with the business objectives identified in our market plans. Agency media plans should be reflective of DC's brand positioning and support the orchestration of paid and non-paid tactics (i.e. organic search, earned, owned, trade) to best deliver DC's marketing objectives.

The Agency should curate and manage the optimal mix of media channels, advertising formats and placements for DC's paid marketing campaigns. The Agency will manage the media planning, negotiation and buying process to ensure media mix is appropriate, timelines are met, creative testing is implemented, Key Performance Indicators (KPIs) are tracked, and results are reported in a timely manner.

Our Agency should ensure that all relevant data is captured, shared with DC, handled in compliance with global privacy and security regulations, and never re-used nor shared with other clients or third parties.

C.3.6 Analysis, Insights and Optimization

DC's objective is to ensure that we continually leverage learnings from all activities to inform decisions, and ongoing efforts. Accordingly, our Agency should have deep capabilities across data services, data management, analytics, measurement, reporting, business intelligence platforms and data-driven consumer engagement to inform our marketing program efforts.

Our Agency should leverage marketing analytics, media mix attribution modeling and relevant research, technology and tools, to understand and predict consumer behaviour, bring our combined visions to life, and tie those executions to measurable business results. This should include having access to and a mastery of cross-platform measurement and analytic tools (e.g., ComScore, Mosaic, Prizm, etc.) that precisely measure audiences, brands and consumer behaviour.

Our Agency should continually strive to target, measure and optimize programs thus creating personalized, data-driven storytelling to boost program results. This should include breaking the silos between paid and organic by reviewing the performance of both DC's organic content and search, social and content marketing trends to inform amplification strategies that support the user journey.

Specifically, the Agency should conduct close follow-up and optimization of DC's campaigns for better yields and should conduct cross-channel ad analysis and strategic assessment of various channel's performances. They should have the ability to monitor and make changes real-time to optimize performance and should ensure all relevant measurement approaches, results and associated learnings are shared across DC market teams and departments to inform future work.

Above all else, our agency should be able to tell good stories. To tell the story of not just what is happening in our marketing, but to hypothesize as to why we are observing changes in performance (or not).

C.3.7 Technical Expertise

Our Agency should have the technical know-how to develop and implement solutions (e.g., ad server, tagging of media and websites, use of various tag management solutions, dynamic creative tools, etc.) allowing us to track true conversions (removing fraudulent traffic), understand the customer journey on the path-to-purchase, and perform personalized remarketing across channels while remaining compliant to regional privacy laws.

The Agency should have the ability to provide self-service, interactive dashboards, standard or custom reporting, or integration with DC's Business Intelligence software to inform performance of paid media including, but not limited to, reach, demographic/geographic market, cost, and comparison against benchmark. Additionally, the Agency should have the ability to securely provide data extracts, in compliance with global privacy and security regulations. This data will act as a feedback loop to validate or refine DC's models and hypotheses that will then inform on next best actions for activities such as target market/audience segmentation or future paid marketing strategies. The Agency needs to be able to demonstrate data-driven recommendations to paid media investments.

Our Agency should be an advisor, providing guidance on and recommendations around emerging technology impacts to paid media (e.g. metaverse, web 3.0, depreciation of third party cookies) that will help inform DC's future paid media strategies or initiatives.

C.4 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 Agency's performance is reviewed annually, or more frequently at DC's discretion, using DC's Contractor Performance Evaluation process.

Each year, the Agency may be formally measured on the following:

- Qualitative assessment by the marketing teams on creative input, account management, media/channel management, campaign development, integration budget management and project management.
- Qualitative assessment by the media relations team on the effectiveness and timeliness of proactive and reactive earned media activities including the ability to generate coverage in our key accounts with stories and messages on brand and aligned to our objective.

- Qualitative assessment by the marketing teams on the agency's overall alignment with DC's core values: build trust, strive to learn, lead boldly, collaborate to succeed and passionate commitment.
- Appropriately assigned measures from DC's balanced scorecard measuring marketing performance and impact on business goals.
- The Agency may also be required to provide formal feedback to DC each year, and acknowledge that DC will provide formal feedback as well.

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

C.5 DC Responsibilities and Support

DC's role, working out of our headquarters in Vancouver, will be to create a strong global vision and outline strategic objectives, with input and execution from our in-market teams, and our paid media, earned media and creative marketing agencies. Every year DC engages in a comprehensive strategic planning approach, beginning with a review of the previous year's programs, results and insights as well as review of both primary and secondary market research. Our global team will consider challenges and opportunities that impact DC's marketing strategy, and present them for consideration to committees comprised of industry professionals. The strategies will be iteratively refined based on feedback and presented to DC's Board of Directors for validation and resource allocation. DC will compile all strategic information into a single document to present to its marketing partners. Each year, this will typically occur at planned sessions that are agreed to based on the planning cycles of the relevant market(s).

In addition to the above, DC will be responsible for providing the following to the Agency:

- Training on DC Brand Guidelines.
- Training on budget control reporting, invoicing and financial reconciliation.
- Overall direction, guidance and supervision to the Agency in accomplishment of project activities.
- Overview of earned media, travel trade, business events and consumer direct activities, successes, and opportunities to date.
- Document or report templates as required.
- Access to relevant information, research and resource materials when possible.
- Final approval on all communications.
- Any translation as required.

C.5.1 DC Agency Project Brief Process

Each project is planned and approved internally using a Project Briefing document. Once approved, the Project Brief is shared with the Agency to clarify the scope of the project, expected deliverables, outcomes and costs.

DC requires:

- All costs (excluding retainer fees) to have a DC signed project estimate in advance of work commencing.
- Billing for the Agency occurs on a monthly basis for all work that occurred in the preceding month.
- Billing packages should include invoices accompanied by their approved estimate as well as a budget control report (template provided by DC).
- Billing must be in Canadian dollars with the foreign exchange rate based on the OANDA rate + 1% on the date of billing.

C.6 Reporting and Communication

The Agency will provide a monthly accounting of team member time and activity, weekly/monthly account updates, and a regular meeting schedule with DC, cadence to be determined based on volume of activity during different times of the year.

C.6.1 Invoicing and exchange rates

The Agency will be required to:

- Invoice DC once per month.
- Invoice each project separately.
- Invoice packages will include invoices accompanied by their approved estimate as well as a budget control report (template provided by DC).
- Invoice in Canadian dollars. Foreign exchange rate cited on the invoice and applied at the OANDA* rate + 1%.
- Quarterly reconciliation.

* <https://www.oanda.com/ca-en/>

C.7 Personnel Replacement

The Agency should only use senior employees (the “Key Persons”) who DC has approved, to perform the Agency’s principal service obligations described in this Statement of Work. The Agency should not replace a Key Person, or make any material change to the duties of a Key Person, without the prior written consent of DC, which DC may give or withhold at its sole discretion.

C.8 Transition and Transition Plan

The Agency will, at the end of the contract term, transfer and make available all property and materials belonging to or purchased for DC and all information regarding DC’s advertising, all contracts and arrangements with advertising media or others as applicable.

The Agency will work with DC to develop a written transition plan. The transition plan will include but not be limited to the following:

- Establish a transition period and timeline of activities to occur including who will perform the actions.
- List of on-going activities that will occur during the transition period.
- Reconciliation of all finances.
- Physical transfer of materials and documents.
- Documentation of rights of use for third party assets, including the expiry dates of such rights.
- Identification of any/all transition costs.

The Agency will work with DC and the successor agency to facilitate the execution of the transition plan and related activities. The Agency will make available, at minimum, DC’s Account Manager to assist in ensuring that the Transition Plan is completed successfully.

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 Proponents must have a minimum of three (3) years of experience in developing and implementing the paid marketing services outlined in the Scope of Work. Are you able to comply with this requirement?

Yes No

D.1.2 Proponents must ensure that the team members assigned to each of DC's markets are able to provide support during the appropriate region's business hours:

- North America (US, Canada, Mexico) between the hours of 9 am to 5 pm Pacific Time (PT);
- Europe (UK, Germany, France) between the hours of 9 am to 5 pm British Summer Time (BST); and
- The Asia Pacific region (Japan, South Korea, Australia) between the hours of 9 am to 5 pm Australia Eastern Time (AET).

Are you able to comply with this requirement?

Yes No

D.1.3 Proponents must ensure that DC's social team members, based in Vancouver, have support for ongoing social comment monitoring and ad implementation on relevant platforms for any international market where comment moderation is needed. Although the actual execution may be done in local time, there must be the ability to liaise with the proponent between the hours of 9 am to 5 pm PT. Are you able to comply with this requirement?

Yes No

D.1.4 DC must own all of its digital accounts as well as advertising accounts and all associated data, including those the proponent may establish and manage on our behalf, and that we have full access to them at all times. Are you able to comply with this requirement?

Yes No

D.1.5 Proponents must be willing and able to make available all intellectual property developed over the course of the agreement upon DC's request. Are you able to comply with this requirement?

Yes No

D.1.6 Proponents must be able to source, evaluate, negotiate, author, contract with, and manage third parties (e.g., media platforms, publishers, influencers, talent/celebrities, vendors, production companies, etc.). In addition, these agreements must include a mandatory clause allowing the contract to transfer to either DC or its representatives as directed by DC, at any time. Are you able to comply with this requirement?

Yes No

D.1.7 Proponents must comply with all privacy laws in terms of data protection in all of DC's markets. Confirm in the table below that you are able to comply with this requirement for each country/region listed below.

Country/Region	Yes/No
United States	
United Kingdom	
France	
Germany	
Australia	
Mexico	
Japan	
South Korea	
Canada	

D.1.8 Proponents should have proven experience developing, executing, and overseeing multi-channel paid media programs (e.g., search, social, native, display, etc.) for multinational brands in all of DC's markets. Confirm in the table below you are able to comply with this requirement for each country/region listed below.

Country/Region	Yes/No
United States	
United Kingdom	
France	
Germany	
Australia	
Mexico	
Japan	
South Korea	
Canada	

D.1.9 Proponents must have demonstrated and proven experience within the last two (2) years in setting up, managing, and optimizing paid media campaigns running in multiple languages across recognized omni-channel media buying platforms for all of our source markets. Are you able to comply with this requirement?

Yes No

D.1.10 Proponents must have demonstrated and proven experience and pre-existing relationships working with on the ground agencies, staff, contractors, etc. who can ensure cultural integrity and accuracy within DC’s inbound markets. Confirm in the table below that you are able to comply with this requirement for each language/country listed below.

Market (Languages)	Yes/No
Canada (English & French)	
United States (English)	
United Kingdom (English)	
Australia (English)	
France (French)	
Germany (German)	
Mexico (Spanish)	
Japan (Japanese)	
South Korea (Korean)	

D.1.11 Proponents should have either an in-house team or access to an analytics department trained in the collection, aggregation, and analysis of multi-channel data (including paid data, social analytics, Google Analytics, etc.) to report learnings, insights and optimizations on DC’s marketing efforts. Are you able to comply with this requirement?

Yes No

D.1.12 Proponents must have deep experience buying all forms of paid media (including rich media, direct to publisher advertising, etc.) and setting up private marketplaces. This includes having comprehensive knowledge of, and expertise in, working with media publishers in all of DC’s markets. Are you able to comply with this requirement?

Yes No

D.1.13 Proponents must provide copies of their financial statements for the last three (3) years (i.e. 2019, 2020 and 2021). Our preference is for audited statements. If not available, reviewed statements.

Please confirm that you have attached these statements to your proposal.

Yes No

SECTION E – AGENCY EVALUATION 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. Please use Ariel 11 or another similar font.

E.1 Agency Overview

E.1.1 Provide a brief overview of your organization including the following information:

- A brief history.
- Location of head office and regional offices.
- Location of office(s) from which the DC account will be primarily served.
- Size of permanent staff who will be assigned to DC's account by categories (account and project management, insights and analytics, creative, strategic, technical, administrative, etc.) and location.
- Process of delineating work to the regional teams.
- Experience in servicing Canadian Crown corporations or similarly structured organizations.
- Copies of applicable anti-fraud prevention policies or guidelines.
- Copies of applicable diversity and inclusion policy or guidelines.
- Copies of financial statements for the last three (3) years, 2019, 2020 and 2021

Response must be limited to 2 pages, excluding policies and financial statements.

E.1.2 Additional Company Background

- Do you have any Russian participation in the governance structure of your firm – either as an investor or on your Board of Directors?
 - If yes, of what significance?
- Are you currently undertaking any work for an enterprise based in Russia?
 - If yes, of what significance to your overall operation?

Response must be limited to 1/2 a page

E.1.3 Provide an overview the team who will be assigned to our account, indicating each person's:

- Title
- Role
- Responsibilities
- Experience/qualifications
- Location
- If key members will not be full-time on DC's account, please indicate the proposed percentage of their allocated time.

Response must be limited to 2 pages

E.1.4 Describe your agency's mission, values and/or beliefs and explain how your agency differentiates from others.

Response must be limited to 1 page

E.1.5 Describe what an "informed competitor" would say they most admire about your agency.

Response must be limited to 1/2 a page

- E.1.6 Describe how your agency is structured, both locally and internationally, and the scope of your services. Include in your response:
- What are your available resources in the markets in which DC operates and what is the nature of the relationship(s) (i.e. partner agency, sub-contractor, etc.)?
 - How do you leverage your global office network, sub-contractors and/or freelance employees?
 - How do you ensure consistency, quality control, project and client knowledge and accuracy when work is assigned to contractors, non-full-time employees or by team members in other/overseas/remote offices?
 - How do you ensure your marketing activities reflect the nuanced needs of audiences in different countries with different expectations, platforms and languages?

Response must be limited to 2 pages

- E.1.7 Tell us about your teams that are responsible for collecting data, building reports and communicating the insights within your agency and to your clients. Include in your response:
- How are those teams configured?
 - How do those teams collaborate to ensure a data driven approach to planning, buying and optimization?
 - How do you turn data into actionable insights?
 - How do those teams engage and deploy insights to impact strategy and activities (i.e. iteratively, monthly, quarterly, etc.)? How is this communicated to clients if a shift is required?

Response must be limited to 1 page

- E.1.8 Indicate the languages in which you have set up, managed and optimized social media campaigns, using local language professionals when required.

Market (Languages)	Yes/No
Canada (English)	
Canada (French)	
United States (English)	
United Kingdom (English)	
Australia (English)	
France (French)	
Germany (German)	
Mexico (Spanish)	
Japan (Japanese)	
South Korea (Korean)	
Mainland China (Simplified Mandarin)	
Hong Kong and Taiwan (Traditional Mandarin)	

Response must be limited to 1/2 a page or less

- E.1.9 Tell us about your clientele by completing a table structured like the one below. List your top 10 clients by billings indicating the duration of your relationship with the client, the vertical or category in which they operate (e.g. automotive, CPG, travel and tourism, etc.), and the pricing model you use to conduct business (e.g. hourly, commission, retainer-based, performance-based, fixed-fee, etc.).

Active Client	Duration	Vertical	Pricing Model

Response must be limited to 1/2 a page

- E.1.10 Describe your client onboarding process.

Response must be limited to 1/2 a page

- E.1.11 Describe your approach to managing your core account team in relation to how they work with clients and maintain account stability. Tell us more about your workplace values and how they translate into employee retention efforts.

Response must be limited to 1 page

E.2 Capabilities & Qualifications

- E.2.1 Describe how your agency leverages paid media partnerships (publishers, digital media platforms, etc.) to complement client market research, gather intelligence and identify media trends that inform and shape effective marketing and paid media recommendations. Provide an example of an integrated media strategy your agency developed using this media landscape intelligence.

Response must be limited to 1 page

- E.2.2 Explain how you help clients identify and measure the Return on Investment (ROI) of their strategic, integrated paid media activities. Include in your response:

- How do you define quality and how does this definition impact your approach to measurement?
- How do you establish program goals, KPIs and metrics?
- How do you achieve success outside of vanity metrics?

Please provide examples of any reports on metrics that we can expect to receive.

Response must be limited to 1 page, excluding sample reports.

E.2.3 Describe your approach for developing effective integrated media strategies, include information about how you determine target audiences, maximize efficiency while achieving goals, and gain client buy-in.

Response must be limited to 2 pages

E.2.4 Which analytics and reporting tools do you use to analyze user intent and content performance, garner user insights, and build reports?

Response must be limited to 1/2 a page or less

E.2.5 Explain your agency's approach and experience with tagging for conversion, remarketing, and attribution as it relates to:

- Utilization of a data management platform;
- Utilization of tag management systems and how you work with client web development agency to collaborate on implementing variable based tags and manage the ongoing depreciation of no longer needed campaign tags;
- Processes and tools to perform quality control on tags (e.g., Floodlight, Google, Facebook, etc.).
- Deprecation of third party pixels and a "cookieless future".

Response must be limited to 1 and 1/2 pages

E.2.6 Describe your data storage and management processes. How is data shared with clients and how do you ensure it is handled in compliance with global privacy and security regulations?

Response must be limited to 1/2 a page

E.2.7 How do you set up your campaigns to derive learnings and insights in terms of content relevancy to the target audience?

Response must be limited to 1 page

E.2.8 Describe your agency's experience with negotiating and authoring various types of contracts (partnerships, sponsorships, etc.) and ensuring compliance with privacy and security regulations across international markets.

Response must be limited to 1 page

E.2.9 State any value-added services, functions, related fee for service offerings, unique capabilities, strategic partnerships, experience or innovative ideas your company offers that may be of value to DC.

Response must be limited to 1 page

E.3 Agency Expertise – Case Studies

For each case study, please limit your response to two (2) pages in Ariel 11 font. The proponent may provide additional images to illustrate your work. The proponent may submit an explanatory video case study (no longer than five (5) minutes per case study) in lieu of a written submission.

E.3.1 DC, like many national tourism bodies, does not operate a cash register; nothing can be bought directly from us. Instead, travellers make their purchases from a variety of players in a complex travel ecosystem. Please share a case study, or a set of specific strategies, that demonstrate how you plan, implement, and measure the success of campaigns that do not have a monetary conversion at the end.

E.3.2 Submit a case study that demonstrates your ability to take a data-driven approach to media planning, buying and management, continuously integrating analytics, optimization, and insights. As you compose this case study, please illustrate how you may have:

- Employed research or insights to establish the foundation of the campaign.
- Identified the channels appropriate for the campaign.
- Identified the right platform(s) for the campaign.
- Worked with platform partners to ensure the efficacy of the campaign.
- Determined which content to deploy for multiple touchpoints (multi-channel and/or cross-platform).
- Implemented testing before launch and during flights for optimal results.
- Assessed the efficacy of the program:
 - How did you measure the success of the campaign?
 - What were the results?
 - How were the results communicated to the client (from C-suite down to frontline staff)?
 - How were the results incorporated into future marketing strategies?
 - How were the results retained and used as long-term learnings?

E.3.3 Submit a case study that describes an international program you developed for a client in which you had to work collaboratively with a creative strategic agency or set of agencies. As you compose this case study, please illustrate how you may have:

- Ensured that the overarching recommendation(s) aligned with the business objectives and was adaptable to meet specific regional, cultural subtleties.
- Employed research to develop insights.
- Applied specific, relevant media trends and insights.
- Devised the proposed ROI and established the corresponding KPIs per market.
- Understood the target audiences' needs, wants, and desires per market and channel.
- Structured targeted messaging on a global scale.
- Provided reporting to the client that yielded actionable data.
- Worked with partners to extend the reach of the campaign.
- Collaborated with other partners and agencies in the execution, ensuring cross-agency cooperation and camaraderie, and seamless communication and handovers.

E.3.4 Include a sample report or analysis for an integrated omni-channel marketing campaign.

Response must be limited to ½ page excluding the report

E.4 Weighting Table for Reference

The following table is provided as a reference to illustrate how each question is scored and weighted.

Agency Evaluation Questionnaire #	Agency Evaluation Question Weighting	Agency Evaluation Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	4.44%	4/5	3.56%
E.1.2	unweighted	unweighted	unweighted	unweighted
E.1.3	5%	2.22%	3/5	1.33%
E.1.4	5%	2.22%	4/5	1.78%
E.1.5	5%	2.22%	3/5	1.33%
E.1.6	10%	4.44%	5/5	4.44%
E.1.7	10%	4.44%	4/5	3.56%
E.1.8	5%	2.22%	3/5	1.33%
E.1.9	5%	2.22%	3/5	1.33%
E.1.10	5%	2.22%	5/5	2.22%
E.1.11	5%	2.22%	4/5	1.78%
E.2.1	15%	6.67%	3/5	4.00%
E.2.2	10%	4.44%	4/5	3.56%
E.2.3	20%	8.89%	2/5	3.56%
E.2.4	5%	2.22%	3/5	1.33%
E.2.5	10%	4.44%	2/5	1.78%
E.2.6	5%	2.22%	4/5	1.78%
E.2.7	10%	4.44%	3/5	2.67%
E.2.8	10%	4.44%	5/5	4.44%
E.2.9	10%	4.44%	3/5	2.67%
E.3.1	20%	8.89%	4/5	7.11%
E.3.2	20%	8.89%	3/5	5.33%
E.3.3	15%	6.67%	4/5	5.33%
E.3.4	10%	4.44%	2/5	1.78%
Example Total	225%	100%	80/120	68.00%
A score of 60% or higher is required to advance to the next stage of evaluations.				

SECTION F – REMOTE INTERVIEWS

As per Section B.2.1, this Section of the NRFP is worth 30% of your evaluation for Phase One (1).

DC will require proponents who have made the Longlist, to participate in a remote web conference meeting with DC. The proponent will meet for up to two (2) hours with DC to further discuss their organization, their submission to date and to discuss key topics with DC.

Proponents will be asked to limit their attendees to a maximum of five (5) people.

Proponents may be expected to highlight the following:

- Understanding of DC's mandate and business objectives.
- The proposed account team members.
- Experience and expertise.
- Agency culture, values/philosophy and account management.
- Clarification of the proponent's submission.
- Respond to questions from DC.

The interviews will be organized with the Longlist and take place on the following dates*:

- July 18, 2022
- July 19, 2022
- July 20, 2022

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

SECTION G – CASE STUDY/ASSIGNMENT AND PRESENTATION

As per Section B.2.2, this Section of the NRFP is worth 60% of your evaluation for Phase Two (2).

DC will require proponents, who have made the Shortlist, to prepare, submit and present a case study/assignment. The Shortlist will be expected to create a comprehensive presentation responding to the case study/assignment. The Presentation will be one (1) to two (2) hours and may take place in the agency offices or another location, as directed by DC.

Further information on the evaluation will be provided to the Shortlist.

Proponent presentations will occur after the case study/assignment submission deadline.

The presentations will be organized by DC with the Shortlist and will take place on the following dates*:

- August 9, 2022
- August 10, 2022
- August 11, 2022
- August 12, 2022

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

SECTION H – NRFP PROCESS AND TERMS

H.1 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.2 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.3 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.4 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.5 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.6 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.7 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.8 Language

Proposals may be submitted in either French or English. The working language for the NRFP process will be in English.

H.9 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.10 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.11 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.12 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.13 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.14 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.15 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.16 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.17 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.18 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.19 Rights of Destination Canada

In addition, DC reserves the right, in its sole and absolute discretion, to:

H.19.1 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.19.2 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.19.3 not accept any deviations from the stated terms and conditions;
 - H.19.4 terminate the process at any time and/or re-issue this NRFP at any time;
 - H.19.5 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.19.6 contact references;
 - H.19.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to DC;
 - H.19.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;
 - H.19.9 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.19.10 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

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

1) PROPONENT INFORMATION

- a) General 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:	
Primary contact for the NRFP (name, title, phone number and e-mail):	

- b) Business Structure – For identification and information purposes only, provide the following information about your company:

- Sole Proprietorship
- Partnership
- Corporation
- Other

- c) Where is your business registered or incorporated? _____. Please provide a copy of the registration, certificate of incorporation or other similar document showing your current registration status.

- d) If your business is a Partnership please list all partners and the percentage of units they hold in the partnership (including beneficial owners):

Name of:	% of units held
<ul style="list-style-type: none"> • Registered Owner; • Beneficial Owner (if applicable) 	

- e) If your business is a Corporation please advise if it is a:

- Public Corporation; or
- Private Corporation

- f) Please list the individuals or entities that Control the Corporation:

Name of:	% of shares held
<ul style="list-style-type: none"> • Registered Owner; 	

• Beneficial Owner (if applicable)	

Please note that we may request additional information from you in connection with this section.

2) PROPONENT 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 Provided:	

Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services Provided:	

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services Provided:	

3) 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 _____ 2022

Authorized Signature:

Printed Name:

Title/Position:

Company Name:

City:

Address:

Phone Number:

E-mail Address:

APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM

MATERIAL CIRCUMSTANCE:

DC requires proponents to disclose all Material Circumstances (as defined in H.12) 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 or addenda to this NRFP issued have been read and included in proponent response. List the amendments and/or addenda included in the response (if applicable).

Amendment/Addendum No.:	Dated:	# of Pages:
Amendment/Addendum No.:	Dated:	# of Pages:
Amendment/Addendum No.:	Dated:	# of Pages:
Amendment/Addendum 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:

E-mail Address:

Address:

City:

Province:

Postal Code:

Description of services provided:

Percentage 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.