



**NEGOTIATED REQUEST FOR PROPOSAL ADDENDUM #1**

---

**NRFP #DC-2022-CD-04 Global Paid Media**

**Close Date/Time:**

June 13, 2022  
14:00 hours  
Pacific Time

<b><u>Issue Date:</u></b>	June 1, 2022	<b><u>From:</u></b>	CTC Procurement
<b><u>To:</u></b>	All Vendors	<b><u>E-mail:</u></b>	procurement@destinationcanada.com

---

**Below are the answers to questions submitted in regards to the above noted NRFP as of May 16, 2022.**

Q1. In various sections of the NRFP, China and South Korea are included and/or removed from the markets listed. Can you please confirm if there is an expectation of service for China AND South Korea? Please provide further details on what has influenced top market changes from the 2021 corporate plan.

Answer: China, Japan and South Korea are three (3) of Destination Canada’s target markets. The proponent’s capacity for supporting DC marketing activities in those three (3) markets is desirable. DC has amended the mandatory criteria of the NRFP for further clarity. Please refer to the NRFP Amendments noted at the end of this document.

Q2. The Schedule for the proponent selection process indicates that the final notification to all proponents will be in September 2022. Please confirm the start date of the new contract.

Answer: The estimated start date of the contract would be October 2022.

Q3. Can Destination Canada provide estimated media spend by each in-scope market?

Answer: Each year, Destination Canada considers a number of market factors when allocating marketing spends by market. Market allocations are then factored into multi-channel marketing plans which include but are not limited to media spend. It is therefore not possible to specify allocations by market. Please refer to <https://www.destinationcanada.com/en/markets> for additional information about Destination Canada’s markets.

Q4. How do you anticipate Canadian market changes (GDP, COVID, etc.) will influence the evolution of 'Glowing Hearts' and DC's storytelling?

Answer: We will be coming together as a nation more than ever before, represented through an updated global brand strategy that aims to clearly articulate who we are and what we are about as a country and as a global brand.

Q5. Can you share further information on your High Value Guest (HVG) audience segments by market and how these work in conjunction with your Explorer Quotient Profiles? Are you able to share any changes to audience segments that that the team is currently investigating or testing?

Answer: Our current High Value Guest (HVG) audience is not related to the Explorer Quotient (EQ) segmentation. Further information on the HVG audience and ongoing work on the target audience will be available to the successful proponent(s).

Q6. Across your HVG markets what destinations are competing for the traveler share of mind/ share of wallet?

Answer: While Destination Canada uses a range of tools to analyze the competitive set in each market, the Global Paid Media agency will have an important role to play in helping source key data for this strategic intelligence. Further information on this will be available to the successful proponent(s).

Q7. What content management system are you utilizing, and what is your process to activate the best stories in real-time across channels?

Answer: Our current content management system usage is limited to our web platforms and we are on various instances of Drupal. We are currently in the process of rebuilding our web platforms and have not yet selected a content management system for when we launch anew in late 2022 or early 2023. Other than for website we do not use content management systems to share content across channels.

Q8. Are you able to share a list of your current key private and public sector partners?

Answer: Destination Canada works with a broad range of partners within Canada's tourism industry such as Provincial, Territorial and Destination Marketing Organizations, airlines, hotels, etc.; within the Federal family would be other Government of Canada departments/ministries; within the travel trade industry such as Expedia and global tour operators; as well as with media partners, non travel brands, and more. Further information on this will be available to the successful proponent(s).

Q9. What level of data do your private and public sector partners share back with you?

Answer: Further information on this will be available to the successful proponent(s).

Q10. How are you looking for your agency to help support travel trade programs in market?

Answer: Global Paid Media agencies do not have a specifically defined global role to support travel trade at the moment. Any support for travel trade related programs will be defined by market as part of Destination Canada's annual Market Strategy.

Q11. What challenges have you faced, and what solutions have you applied to qualify paid media attribution using the sales data from travel trade partners such as Expedia?

Answer: Further information on this will be available to the successful proponent(s).

Q12. What is your current process in identifying online conversations to engage in or be part of? Are these done in anyway beyond social media?

Answer: Social conversations are identified from an organic lens by our in-house Social Media Cultivator. The Paid Media agency also supports in comment monitoring where there are guidelines for engaging in conversations and/or flagging conversations for further engagement. At this time, social media is the only channel used to identify conversations from potential leisure travellers.

Q13. What are some of DC's environmental, social, and corporate governance (ESG) initiatives (including sustainable and regenerative travel) and how do these cascade down to the tourism ecosystem?

Answer: Further information on this will be available to the successful proponent(s).

Q14. What is DC's approach to media and brand safety? Are there any platforms and placements off-limits due to brand safety? What market by market partners does DC have with media quality & brand safety measurement (i.e. ad verification, media sustainability)?

Answer: The successful proponent(s) will assume responsibility for media quality and brand safety measurements across the markets. As Destination Canada is a government owned, Crown

Corporation, there is a natural responsibility to ensure that all activity aligns to our values and clearly links back to our corporate strategy.

Q15. Are there plans to establish an "owned" presence on other social platforms not listed in the NRFP (i.e. TikTok, Snapchat)?

Answer: Destination Canada's owned presence on social platforms is determined based on a number of factors, including guidance from the Global Paid Media agency's recommendations for reaching each market's HVG target audience. The successful proponent(s) will therefore have a role to play in surfacing new social platforms (generally from a paid lens) and advising on their efficacy and alignment based on DC's goals.

Q16. Can you provide more detail on the DC's Business Intelligence software? What specific information you expect the agency include on interactive dashboards and reports?

Answer: Destination Canada utilizes DOMO for our Business Intelligence. We are currently planning on building additional capabilities to start cataloging and unifying our data sets to be able to perform advanced analytical functions such as building Machine Learning models. We would rely on our agency to help us with attribution, media mix modeling and any other form of dashboarding or reporting that would help us recalibrate our HVG profiles for activation purposes, consumer touch points/journeys, optimize media buys etc.

Q17. How are you currently defining and measuring your test and learn opportunities?

Answer: Although the test and learn process is in development, DC will replicate Google's design experiment process to rapidly test key initiatives against a hypothesis. Measuring test and learn experiments will be a function of clearly testing a hypothesis to continuously improve against DCs marketing measures.

Q18. What is your primary business KPI and does it differ from campaign level success? How are your KPIs currently being tracked and measured?

Answer: DCs primary marketing KPIs are as follows:

Result: High Value Guests are aware of Canada's icons

Measures:

- Aided awareness of Canada's icons.
- Percent of lifted users from all High Value Guests reached.

Result: High Value Guests take an interest in Canada

Measures:

- Brand search volume.

Result: High Value Guests plan their trip now

Measures:

- Percent of searches for Canada on an Online Travel Agency.
- Percent of Canada product page views on Online Travel Agency.

Result: High Value Guests book their trip now

Measures:

- Attributable passenger count

Corporate Results with KPIs in development:

- Result: High Value Guests visit more places in Canada.
- Result: High Value Guests visit year-round.
- Result: High Value Guests love Canada as a destination.

Q19. What level of detailed data is being shared to develop your current media mix model? How do you expect this to evolve in the coming years?

Answer: Destination Canada provides information related to paid media, including metrics such as impressions, reach, and spend, as well as earned media metrics, Canada Border Security Agency (CBSA) border crossings, International Air Transport Association (IATA) flight ticket sales, etc. We expect in the future that the model will evolve as we find additional covariates that can be used to attribute paid, earned and owned media to tourism arrivals and spend within Canada.

Q20. How has your marketing analytics or media mix modelling results influenced your marketing decisions?

Answer: Media Mix Modeling work has so far been undertaken in the US market only, aligned with our concentration of media spend. Specifically, this has helped us model out and understand *how* incremental investment across target states (and within key channels) links to alignment of revenue and visitation. Where there are multiple brand challenges in one (1) market, the model makes headway in defining the headroom of opportunity within each of our target states - this has driven some of our phasing and investment decisions as a result.

Q21. How are you leveraging your first-party data for audience building and activation?

Answer: From our first-party data, we are going to gather insights to ultimately learn more about our HVG audience and share this with wider industry partners to collectively sharpen all marketing efforts. This work will also inform look-alike audiences, brand affinity, and loyalty, enriching it with second-party data sources to form segments that can be targeted for activation.

Q22. The NRFP mentions that agency support may also include monitoring comments/community management on paid social ads. Does Destination Canada have established guidelines around social media moderation (crisis management, brand voice, etc.) under which the agency must operate?

Answer: Yes, Destination Canada would provide the successful proponent(s) with necessary resources to ensure that comments can be monitored in a cohesive and effective way. There are overall guidelines as well as campaign-specific guidelines. These are, however, continually updated to reflect current trends, market sentiment and consumer interaction.

Q23. Is there any need for media agencies to provide creative adaptation by market or other production requirements?

Answer: Generally speaking, the media agency would not be responsible for this work. However, there could be a need for collaboration on creative work, in the form of advice.

Q24. Destination Canada has asked for billing for the Agency to occur on a monthly basis for all work that occurred in the preceding month. Does this include media billings?

Answer: Yes.

Q25. Can Destination Canada clarify if ownership of intellectual property is limited to any IP that is contemplated and paid for as part of the Scope of Work and confirm that it excludes any business IP developed by the Contractor in the course of its normal business operations?

Answer: Yes, any processes, tools, or other intellectual property (IP) developed by the agency outside of the scope of work will remain the Contractor's business IP. Any custom developments directed to occur under the scope of work, including models, reports, dashboards, infrastructure, processes, and other IP will remain Destination Canada's IP unless otherwise stated.

Q26. Please clarify the definition of sub-contractor.

Answer: A subcontractor is an organization or individual which is contracted to perform part or all of the obligations of another's contract.

Q27. What is the format, process and requirement for quarterly reconciliation?

Answer: Administrative requirements and expectations will be elaborated for the successful proponent(s).

- Q28. What, if anything within your current agency account structure are you looking to replicate with your new agency?
- Answer: Agencies who are invited to the Remote Interview process (Section F) will have an opportunity to ask questions of this nature to the Destination Canada team.
- Q29. What are the top three (3) attributes you are looking for in a partner?
- Answer: Agencies who are invited to the Remote Interview process (Section F) will have an opportunity to ask questions of this nature to the Destination Canada team.
- Q30. In your experience what do/don't you like about working with media agencies?
- Answer: Agencies who are invited to the Remote Interview process (Section F) will have an opportunity to ask questions of this nature to the Destination Canada team.
- Q31. What does an ideal inter-agency partnership look like?
- Answer: Agencies who are invited to the Remote Interview process (Section F) will have an opportunity to ask questions of this nature to the Destination Canada team.
- Q32. Are there any media channels are out of scope?
- Answer: No.
- Q33. Are Global Sponsorships/Partnerships in scope? Or are they handled direct?
- Answer: Yes, they are in scope, however they are managed closely with DC's market and partnerships teams.
- Q34. Is there a limit on the number of people who can attend the final presentation?
- Answer: Yes DC anticipates limiting the final presentation attendees to four (4) to six (6) people, the limit will be confirmed with those proponents who make the Shortlist.
- Q35. Would there be a future opportunity to have the final presentation, in person, at your Head Office?
- Answer: As noted in the NRFP Section G, DC anticipates travelling to the proponent's location for the in person presentations. DC may make alternate arrangements with proponents at its discretion.
- Q36. E.1.10: This question is about onboarding process. As the incumbent agency, would you still like us to complete this question or does it not apply to our submission?
- Answer: All proponents must respond to all questions contained in the Agency Evaluation Questionnaire or risk the loss of score for that question (i.e. proponent would receive 0%).
- Q37. For the cases studies, since the aim is to showcase case studies that are most relevant to Destination Canada, are we allowed to use a case study based on the work we have conducted for Destination Canada or do you prefer that we do not reference any DC case studies?
- Answer: One (1) case study may be about work completed for DC.
- Q38. Can you clarify if we are allowed to submit both a case study video accompanied by a written element or we have to submit one or the other? Also, is there a limit to the number of case study videos that we can submit?
- Answer: The proponent may submit a written response and attach a video if it supplements/further illustrates the written submission. The limit is one (1) video per case study. As noted in Section E.3, 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.

**Following are amendments to the requirements of the above noted NRFP.**

Section D – Mandatory Criteria Questionnaire

**The following Mandatory Criteria are deleted:**

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.1.7 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.

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

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.

<b>Market (Languages)</b>	<b>Yes/No</b>
Canada (English & French)	
United States (English)	
United Kingdom (English)	
Australia (English)	
France (French)	
Germany (German)	

Mexico (Spanish)	
Japan (Japanese)	
South Korea (Korean)	

**And replaced by the following:**

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 (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.1.7 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	
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	
Canada	

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)	