



REQUEST FOR SUPPLIER QUALIFICATION ADDENDUM #2

RFSQ DC-2022-CD-06 Data and Analytics Consultant Services

Close Date/Time:

June 21, 2022
14:00 hours
Pacific Time

Issue Date: June 9, 2022

From: CTC Procurement

To: All Vendors

E-mail: procurement@destinationcanada.com

Below are answers to questions submitted in regards to the above noted RFSQ as of May 19, 2022.

Q1. Are there any current incumbents performing any contracts related to the following four categories of scope of work? If so, are they allowed to participate in this RFSQ too? What is their contractual relationship, duration of contract and annual spend on those?

Scope of Work A: Data Strategy and Program Management
Scope of Work B: Digital Marketing Automation and Consumer Intelligence
Scope of Work C: Data Governance and Data Product Management
Scope of Work D: Data Analytics, Visualizations, Engineering and Platform Services

Answer: Yes. Destination Canada (DC) will not be releasing the contractual information regarding its incumbent contractor(s).

Q2. Can Destination Canada provide an estimate of the anticipated annual spend for all categories of work? And/or an estimate of the volume of projects anticipated for the four categories?

Answer: At this time DC is unsure of the number of projects that could be awarded to proponent(s). Regarding the budget, this information will be shared with the successful proponent(s) as required.

Q3. With respect to scoring, we understand the current weighting scheme for evaluation is as followed:

- Section E: Desirable - 45%
- Section F: Pricing - 25%
- Section G: Presentation - 30%

For Desirable criteria (45% of total), E2 to E5 have a weight of 40% each, described in the RFSQ documents as "Maximum Marks Available". Can you please clarify the difference between score and weight in this evaluation model and how each are used? To further elaborate the ask, based on the sample table provided on page 15 of the RFSQ document, while the "weighting" column is clear, it's not apparent how the "weighted" column is calculated. It seems like the second to last column ("example proponent score") is the sample score given by the evaluator. Should we assume that each criterion has 5 scores max?

Answer: Please note the table in E.6 is incorrect and the corrected versions are noted below. The evaluators use a rating scale of 0 – 5 to score each question in the Desirable Criteria Questionnaire. Weighting/evaluation example:

E.1.1 is worth a maximum of 10%, this 10% represents 9.00% of the 45% section weight. The proponent evaluation rating is 3/5 (3 points out of 5), 3 points would be 5.40% of the 9%.

- Q4. Regarding potential travel to Destination Canada offices in Vancouver, is there a way for DC to pay travel expenses? In other words, will Destination Canada reimburse costs related to travel? It is difficult for us to include these types of costs in our hourly rates.

Also, do you have an idea of how often travel will be required at this stage?

Answer: It is not expected that the contractor include travel fees in the hourly rates. The hourly rates should only be for the work contained in Schedule C of the RFSQ. How frequently the proponent(s) may be required to travel is dependent on the particular project, but it is anticipated to be low. DC anticipates that the proponent(s) may be asked to meet with DC at its Vancouver, BC, headquarters for project planning meetings or other meetings as required. It is not expected that the proponent(s) would travel to other locations.

Example of contract language: The CTC shall reimburse Contractor for all actual, authorized, out-of-pocket costs or expenses incurred by Contractor that are pre-approved by the CTC in connection with the Services. The CTC shall reimburse the Consultant for expenses incurred in providing the Services in accordance with the Travel Policy. The CTC will pay for hours worked when travelling but will not pay for: (i) time spent travelling; or (ii) for the Contractor's own time spent at the venue outside normal hours worked. It will be the responsibility of the Contractor to accurately advise the CTC of the hours worked.

- Q5. Do you have an idea of how many suppliers you would like to include in your roster at this stage?

Answer: Between three (3) to eight (8).

- Q6. Can a proponent bid on multiple Scopes of Work and be awarded a subset? (Ex. if a proponent bids on Scope B and D but is only accepted for D will they be disqualified from the roster?)

Answer: Yes, proponent(s) can submit a proposal for one (1), two (2), three (3) or all four (4) Scopes of Work. No, the proponent(s) would not be disqualified if they bid on two (2) scopes and was successful on just one (1). Contracts will be awarded to those proponents who best meet the requirements of the Scope of Work.

- Q7. Will there be separate presentations for each Scope of Work or only one presentation per vendor no matter how many scopes are bid on?

Answer: Likely one (1) presentation per vendor, DC will determine the best way to manage the presentations once proposals have been received and communicate this to the Shortlisted proponents.

- Q8. There is a mention of GCP as a cloud provider. Is project experience with other Cloud Service Providers evaluated equivalently? (ex. Azure)

Answer: Because the majority of our data resides within GCP or the Google ecosystem, it is our intent to focus on building our competency on that platform and would want our successful proponent(s) to have expertise in this primary platform. We are open to utilizing other SaaS solutions to add capabilities (for e.g., our main Business Intelligence software is a SaaS solution) provided that we can establish a secure integration to the SaaS platform and that it meets our privacy and security requirements.

- Q9. Will DC accept project examples from prior to 2019 if the involved resources are still employed by the proponent and intended to be used on future projects? (Ex. Will DC accept examples from 2014 onward?)

Answer: For Scope of Work A and C, we will consider work completed since 2014. For Scope of Work B and D, the technology landscape has changed so much since 2014. As long as the techniques, architecture and components utilized in the project is mainstream, not (or near) end-of-life, cloud-first, and proven, we will consider projects completed between 2014-2018.

- Q10. Should a proponent be qualified and added to the roster, is there an expected project start date for engaged vendors from the roster?
Answer: Fall 2022.
- Q11. Mandatory Requirement D.1.1 and D.1.2:
The Government of Canada has previously recognized and counted organizations' corporate predecessor experience towards the minimum years in business and work completed/references requirements in their tenders. Can Destination Canada please confirm that Destination Canada will incorporate Corporate Predecessor Language in this RFSQ?
Answer: Destination Canada reached out to Public Service and Procurement Canada and they have noted that they have conducted a Request for Information regarding predecessor experience but have not yet made any decisions or clause changes to their competitive procurement processes. DC is willing to accept three (3) years experience as long as the proponent can prove the predecessor experience for the other two (2) years.
- Q12. Would DC please clarify how the roles in Table 1 will be scored or evaluated?
Answer: Total rates of the proponent's proposed resources will be averaged.
- Q13. Would DC please provide the formula or mechanism in which the proposed pricing will be scored or evaluated?
Answer: The way in which DC evaluates pricing is as follows:
- The proponent with the lowest total price receives the full percentage allocated to pricing "Allocated Percentage" and their pricing becomes the baseline for measurement "Baseline Price".
 - The remainder of the other proponents pricing (ranked lowest to highest) is divided against the Baseline Price and multiplied by the Allocated Percentage. The formula is as follows:
$$\frac{\text{Baseline Price}}{\text{Proponent Price}} \times \text{Allocated Percentage (i.e. 25\%)}$$
- Q14. Would DC please confirm that Table 2 (Section F1) is for vendors to add additional roles to the rate card?
Answer: Correct, these would be additional resources to those proposed in in the first table.
- Q15. Would DC please confirm if Table 2 will be scored, and if so, what is the pricing formula?
Answer: Table two (2) will not be weighted.
- Q16. Would DC please provide more detail around how early payment discounts will be scored or evaluated? (Section F.2)
Answer: These are not scored but this information may be leveraged during negotiations with the successful proponent(s).
- Q17. Would DC please provide more detail around how unique pricing strategies will be scored or evaluated? (Section F.3)
Answer: These are not scored but this information may be leveraged during negotiations with the successful proponent(s).
- Q18. Would DC please provide a 2 week extension to the submission deadline?
Answer: Yes DC is extending the deadline. Please refer to the amendments at the end of this document.
- Q19. (Section C.3.4.C) – Data Catalogue - Has DC chosen a preferred application/vendor for this? Collibra, data.world, etc.?

Answer: No preferred vendor has been selected. We are looking to our successful proponent(s) to help us evaluate and recommend the right platform based on the emerging governance model, our organization type and the partners we work with.

- Q20. Can we provide services remotely? If so, whether the resource/support has to be in Canada or would it also be workable if the resource is to provide services remotely from India? Is there a geographic requirement to the location of agents providing support? We have our company in California and Nova Scotia, are we eligible to participate in the RFSQ? Is it fine to deliver work from any other geography such as Poland/Philippines/Bulgaria or India?

Answer: Please refer to the RFSQ Section D.1 Mandatory Criteria D.1.3 The proponent must have an office located in North America and must be able to travel easily to all major cities in Canada. The services must be performed in North America.

- Q21. What is the type of user and regard to SOW A and D?

Answer: SOW A: Internal DC leadership, executives, project teams and other consulting companies doing business with DC. SOW D: The users of the platform will be internal DC employees, and stakeholders external to DC (such as other Provincial/Territorial destination marketing organizations, Ministry, etc.).

- Q22. What is the size of data?

Answer: We estimate no larger than 1 terabyte (TB) across the raw data files and DOMO (our primary Business Intelligence software).

- Q23. Should the Respondent's references be only from the Tourism industry or is it ok to reference from another industry as similar work has been done for the same size?

Answer: No, the references do not need to be tourism related. Please refer to the RFSQ Section D.1 Mandatory Criteria The proponent must provide at least one (1) reference for a relevant past project used in response to Desirable Criteria questions E.2 to E.5 and include those details in APPENDIX 1.

- Q24. Are there any preferred tools and technologies for data integration? Or CTC is open to any solution for A & (SOW)?

Answer: We are open to any solution, but please bear in mind our organization type and size, the total cost of ownership, and continued maintenance/support should be considered.

- Q25. Do you need only resource at this time for A & D or Implementation is required?

Answer: Implementation and ongoing support will be required. Transition of support work to DC staff will be done as the DC team grows and develops its internal competency.

- Q26. What is length of this contract?

Answer: Please refer to the RFSQ Section A.2 Roster Term.

- Q27. We have to provide price in F.1 Proposed Pricing Detail -Page 16

Answer: Yes. Please refer to Sections B.4 Proposal Submission, Intentions, and Questions Instructions and B.5 RFSQ Form of Response, Format and Depth.

- Q28. Can CTC provide vendors with a description of the current Analytics, and Marketing Automation and Customer Intelligence environment, as resourcing and skillsets will depend on which technologies (for analytics, visualization, marketing automation, etc.) are deployed.

Answer: Currently, DC uses DOMO as our primary Business Intelligence software. Raw data files are stored on an on premise network file share. Python and Anaconda are the primary coding language and framework to create models and pre-process data outside of DOMO. MailChimp is used for e-mail campaign automation for leisure travel. Simpleview is used as a customer relationship management (CRM) for business events. ThoughtFarmer is used for our partner portal site. DC also

uses Google Analytics, Google Marketing Platform (GMP), and BigQuery to stage datasets collected from Google. DC also hosts a Secure File Transfer (SFTP) server to facilitate secure file exchange.

Q29. What is the current media budget across the channels in scope?

Answer: Destination Canada will not be sharing this information with proponents. Proponents may refer to the 2021 Annual Report available [here](#).

Q30. What are the existing capabilities with segmentation and multi-touch full-funnel attribution at DC? Is there a regular cadence of insights being produced today?

Answer: As Canada's national tourism organization, we have no access to a "cash register" therefore we cannot do full-funnel attribution. Using our agencies and partnerships, we can do basic segmentation and multi-touch partial funnel attribution.

Q31. What sources of data are being collected for 1st and 2nd party?

Answer: First-party data is collected from our owned media sites and paid media accounts. We have several sources of second-party data such as credit card spend datasets, and datasets from Statistics Canada. A list can be provided to successful proponent(s) as required.

Q32. Will managed services be required to support DC as part of this SOW? (For example, the vendor to provide resources to pull regular reporting and insight generation for media optimization activities)

Answer: Yes, we anticipate requiring managed services as DC does not have the full complement of staff at this time.

Q33. F1: We understand that CTC "makes no commitment or guarantee of dollar value or volume of business for any proponent," however, for proposal purposes, is there a budget allocated for the entirety of the initial contract period (3 years), upon which bidders may be able to base volume discounts or propose alternative pricing arrangements?

Answer: No specific budget has yet to be determined, DC may provide this information to proponents who reach the negotiation stage of the RFSQ process.

Q34. F2: Paragraph 3 in this section refers to total cost of ownership (TCO) of products and services. Is CTC expecting pricing at this stage that includes TCO, or can we assume that this will be further detailed in specific SOWs under the contract post-award?

Answer: The TCO would be considered/ further detailed in specific SOWs under the contract post-award.

Q35. Given the geographic span involved (Provinces etc.), there was mention in C.6 that there may be travel involved, would it be possible to get a list of potential locations (sites)?

This will assist us in understanding travel costs for service delivery

Answer: DC anticipates that the proponent(s) may be asked to meet with DC at its Vancouver, BC, headquarters for project planning meetings or other meetings as required. It is not expected that the proponent(s) would travel to other locations.

Q36. Are there any Security Clearance Requirements (none were mentioned in the doc)?

Answer: System and Organization Controls (SOC) II Type 2.

Q37. Will we be able to question individuals from all departments regarding data strategy or is this confined to a specific group of people?

Answer: Current state assessment, workshop interviews and use case requirements are being gathered by DC during the first half of the year. This information will be shared to the successful proponent(s). The successful proponent(s) can run workshops or ideation sessions with departments or user stakeholders if required, but we expect this to be coordinated by the proponents and DC project leads to avoid duplication and workshop fatigue.

- Q38. Does the agile project/program management revolve around the formation of an agile delivery framework for the organization or is this related to this engagement only?
- Answer: It is the formation and successful implementation/journey towards agile project/program management and delivery, starting with this engagement and eventually roll out to other departments within the organization that requires, or dependent on the Insights and Analytics team resources and services.
- Q39. Is there software development/ API development required for this project?
- Answer: Yes, but the majority of coding efforts would be focused on integration of components, and data transformation development. Web or mobile development will also be required as part of improving user experience.
- Q40. Do we need to create a recommendation engine to improve the customer experience?
- Answer: No, DC prefers to utilize cloud services to build a recommendation engine rather than creating an engine from the ground up. It is possible that the successful proponent(s) may be asked to provide customization to an existing engine/model/platform, rather than build.
- Q41. How many data sources will be in-scope for this project?
- Answer: Less than 350 data sources.
- Q42. Will there be any regulatory compliance requirements relating to privacy, or health, such as HIPAA, GDPR, PIPEDA? This is regarding the entry "privacy oriented internet".
- Answer: DC does not deal with Protected Health Information. We do, however, have Personally Identifiable Information (PII) collected worldwide through our consumer web sites that we want to grow under Scope of Work B.
- Q43. What is the main business driver for data governance? Compliance with regulations, data quality, security, other?
- Answer: The top three (3) drivers are data sharing rights/restrictions, data quality and standardization, and data discovery/cataloging/lineage.
- Q44. Does the data governance require operationalization or just the development of a framework and standards?
- Answer: Yes, Scope of Work C Data Governance and Data Product includes operationalization and may also include training.
- Q45. Regarding the "identification of stewards" do we have support from executive leadership to engage the identified individuals for training?
- Answer: Yes.
- Q46. What type of data sources will be included in this project, for example: Oracle, flat files, API?
- Answer: Excel, PDFs, Flat Files (CSV), SPSS, BigQuery data sets, Google Analytics, API calls, Zip files hosted from HTTPS.
- Q47. What type of infrastructure is supporting the data other than GCP that is provided in the RFSQ?
- Answer: See Q28.
- Q48. What type of tools are/will be used to automate and/or operationalize the data? For example, ETL tools such as Alteryx or Talend, and reporting tools such Tableau or Power BI.
- Answer: DOMO Platform includes connectors and simple transformations. Python is used to pre-process data that could not be done within the DOMO platform.
- Q49. Will the project need to support Personally Identifiable Information (PII)?

Answer: Scope of Work B will need to support PII data collected from our owned media. Scope of Work D will need to handle de-identification of data for Analytical purposes.

Q50. How many environments would the successful proponent be working in, e.g., Development, Staging, and Production?

Answer: DC currently has one (1) DOMO environment, and two (2) GCP Projects (PROD and Backup). DC will work with the successful proponent(s) to establish standards and conform to best practices within its environments.

Q51. Is there any documentation that could be made available to us, such as Entity–relationship Diagrams, data dictionary?

Answer: This information will be shared with the successful proponent(s).

Q52. Approximately how many reports do you operationalize today?

Answer: An estimated 300 individual “pages” (production and non-production combined) within DOMO. A report within DOMO is called a page.

Q53. How often does the data need to be updated? And how often might the data need to be updated in the future, if that is a consideration? For example, does new or updated data need to be made available hourly, daily, weekly, or monthly?

Answer: Our external data sources are updated weekly, monthly or quarterly. Currently, the only source of near real-time data we have is Google Analytics or from our own websites.

Q54. Is there a timeline for completion of the project? If so, can you specify the project start and project end date? Additionally, is there an expected date of completion per deliverable? If so can you specify the dates?

Answer: There is no specific project noted in the RFSQ. The RFSQ is intended to source contractors (i.e. organizations) who have the capabilities to complete projects related to the Scope(s) of Work.

Q55. How many total resources (persons) are you looking for each scope?

Answer: It is up to the proponent(s) to determine the appropriate resources to put forward for each Scope of Work.

Q56. Do we need to follow certain percentage of onshore/offshore resource mix?

Answer: Resources must be located in North America.

Q57. Do we have any preference for any pricing model such as Time & Material or Fixed price or Managed Services?

Answer: The pricing in the RFSQ is for hourly rates. Pricing for individual projects will be determined between Destination Canada and the successful proponent(s) at the time a project is assigned.

Q58. Do we have defined list of channels or it will be explored as part of engagement?

Answer: Defined list of channels to be explored as part of the engagement.

Q59. Does it suppose to work as Fan Engagement ecosystem or should have capability to launch dynamic campaigns and capturing its responses as well?

Answer: DC is currently exploring different strategies for community engagement.

Q60. Do we have volumetric data around number of travelers?

Answer: This question is not relevant to the RFSQ requirements.

Q61. Content delivered to travelers need to be personalized one or static one. We understand messages will be personal but content will be static to different personas. Please confirm.

Answer: Currently DC does not personalize content to travellers.

Q62. Since Digital Marketing Data will be delivered by paid/owned channels, vendor will be responsible for processing this information for capturing marketing responses and learning insights & progress made?

Answer: Yes the proponent(s) would be responsible for data processing, capturing marketing responses, developing insights, etc. as part of the engagement.

Q63. Could you please define First Party, second party and third party?

Answer: First party data is the information DC collects directly from its audience/consumers; Second-party data is defined as someone else's first-party data (for example data received from a Provincial Marketing Organization external to DC). Third party data is data that DC obtains from outside sources that are not the original collectors of that data.

Q64. What are the probable number of Key data terms? Is it defined already?

Answer: DC has started creating a Tourism Data Catalogue. Currently, there are seven (7) categories with approximately 60 key terms defined.

Q65. Shouldn't be Data Catalog work be part of 'Scope of Work C: Data Governance and Data Product Management'?

Answer: Defining the framework, standards and policies for the data catalogue is part of Scope C under Data Governance. Implementation and enforcement of the Catalog is Scope of Work D.

Q66. What are the number of users for these pipelines? Does all users reside in Canada only or its spread across globe?

Answer: All direct users of our data reside in Canada.

Q67. What are the present number of data pipelines?

Answer: Estimated 500 data pipelines composed of production and non-production.

Q68. Do we want to have citizen development capability where business users are generating 90-95 % of reports rather than depending on IT department for business critical reports?

Answer: Self-service for our data consumers is always a goal we have to keep in mind. Our data consumers fall within a broad spectrum of technical and analytical skills and would like to see how this has been addressed.

Q69. Is it necessary to have different reporting tools such as DOMO, PowerBI, Tableau, Data Studio or Looker? Or it's fine to have one or two tools as much as it meets the purpose?

Answer: We will consider another reporting tool if there is a gap in functionality that DOMO could not fulfil.

Q70. Do you have preference for Build and Transfer type of engagement?

Answer: All development work should be done within the DC's owned accounts and assets if they are connected to our data. The proponent(s) may use their own environments for initial build provided that:

1. They are not using any of DC's data assets in the proponent's own environments.
2. The solution can be deployed in DC's lower environments in an automated fashion from DC's version control system (GitHub)
3. CI/CD pipelines are built by the proponent(s) so they can be promoted to other environments within DC to enable incremental delivery of value.

Following are two (2) amendments to the requirements of the above noted RFSQ.

1. The following is deleted:

F.1 Proposed Pricing Detail

Your Pricing Proposal must include your firm, all-inclusive hourly rate to provide the services as described in this RFSQ document in the Pricing Schedule below.

Name	Hourly Rate
Senior Researcher	

Table 2: Other Categories of Personnel and Professional Rates

Category of Personnel	Hourly Rate

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

And is replaced by:

F.1 Proposed Pricing Detail

Table One (1) Your Pricing Proposal must include your firm, all-inclusive hourly rate to provide the services as described in this RFSQ document in the Pricing Schedule below.

Maximum Marks Available – 25%

Name	Hourly Rate
Senior Researcher	

Table 2: Other Categories of Personnel and Professional Rates

Maximum Marks Available – Unweighted.

Category of Personnel	Hourly Rate

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

2. The following is deleted:

E.6 Weighting Table for Reference

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

Desirable Criteria Question #	Desirable Criteria Question Weighting	Desirable Criteria Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	8.18%	3/5	4.19%
E.1.2	unweighted	unweighted	0/5	0%
E.2 – E.5	40%	32.73%	4/5	26.18%
Example Total	50%	45%	9/10	31.09%
A score of 60% (= 27% of the 45%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

And is replaced by:

E.6 Weighting Table for Reference

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

Scope of Work A: Data Strategy and Program Management

Desirable Criteria Question #	Desirable Criteria Question Weighting	Desirable Criteria Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	9.00%	3/5	5.40%
E.1.2	unweighted	unweighted	0/5	0%
E.2	40%	36.00%	4/5	28.80%
Example Total	50%	45%	7/10	34.20%
A score of 60% (= 27% of the 45%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

Scope of Work B: Digital Marketing Automation & Consumer Intelligence

Desirable Criteria Question #	Desirable Criteria Question Weighting	Desirable Criteria Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	9.00%	3/5	5.40%

E.1.2	unweighted	unweighted	0/5	0%
E.3	40%	36.00%	4/5	28.80%
Example Total	50%	45%	7/10	34.20%
A score of 60% (= 27% of the 45%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

Scope of Work C: Data Governance and Data Product Management

Desirable Criteria Question #	Desirable Criteria Question Weighting	Desirable Criteria Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	9.00%	3/5	5.40%
E.1.2	unweighted	unweighted	0/5	0%
E.4	40%	36.00%	4/5	28.80%
Example Total	50%	45%	7/10	34.20%
A score of 60% (= 27% of the 45%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

Scope of Work D: Data Analytics, Visualizations, Engineering and Platform Services

Desirable Criteria Question #	Desirable Criteria Question Weighting	Desirable Criteria Question Weighted	Example Proponent Score	Example Proponent Weighted Score
E.1.1	10%	9.00%	3/5	5.40%
E.1.2	unweighted	unweighted	0/5	0%
E.5	40%	36.00%	4/5	28.80%
Example Total	50%	45%	7/10	34.20%
A score of 60% (= 27% of the 45%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				