



Request for Proposal
Marketing Agency for the French Market

10 January 2018



1. Overview

The Barbados Tourism Marketing Inc. (BTMI), by mandate of its charter, is required to periodically review the services of its Marketing and Public Relations agencies. This review should not be viewed as dissatisfaction with any of the current providers, but rather as a way to ensure that the destination is performing due diligence with regard to its marketing activities and expenditures, and that the most appropriate and skilled partners are secured.

This request for information is intended to solicit the qualifications of agencies who have experience in travel marketing and public relations. The selected agency will be responsible for providing strong advertising and digital strategy, marketing partnerships, and insight into the market's long-haul travel trends. The agency's role is not destination management or in-market representation. It is to support BTMI business development officers in building brand awareness, increasing visitation for Barbados and supporting key marketing messages and initiatives.

It is the BTMI's desire to select a dynamic agency with existing knowledge of the travel industry, particularly niche, luxury destinations. Agencies should only apply if they have expertise in dealing with national advertising campaigns; earned media and public relations strategies; social media planning; incentive promotions (both to consumer and trade); road shows; sales missions; and educational campaigns on destinations.

Having managed and worked successfully with other public-private organizations would be considered a plus.

All agencies responding to this RFP will have their submissions reviewed and judged by a review committee. A small number of agencies will then be selected and invited to Paris to present their qualifications in person. The review committee will then make its recommendation to the Board of Directors of the BTMI for further review and approval. A complete timeline of the review process and other details related to preparing submission can be found elsewhere in this document.

2. About Barbados

Barbados is the eastern-most of the Caribbean islands and offers visitors an unequalled array of geographic and cultural wonders. The island is 410 square kilometres and has a population of approximately 275,000 people.

Barbados has a stable and democratic system of government, and became an independent Nation on November 30, 1966, after over three centuries of British rule.

Tourism is the main foreign exchange earner, with agriculture, oil and the financial services sector contributing to the island's economy.



Barbados is renowned for its social, political and economic stability with a literacy rate of 97%. The country currently ranks at #57 out of 177 countries in the United Nations Human Development Index, which is based on life expectancy, education, and standard of living. It is the second highest ranked Caribbean nation.

The island is a unique fusion of African and West Indian cultures that manifests itself in a festive street life, fresh spicy foods, and the inclusive warmth of the 'Bajan' people. Tourism in Barbados is a tradition as deeply rooted as the cultivation of sugar cane, and the island features an array of hotels, attractions, restaurants, golf courses, water sports, shopping and natural wonders that make it the ideally suited for today's discriminating traveler.

For a more complete overview of Barbados, we suggest you visit www.visitbarbados.org/fr, which serves as the official website of the Barbados Tourism Marketing Inc. in France.

3. About the BTMI

The Barbados Tourism Marketing Inc. (BTMI) is a private sector entity, charged with the responsibility of the overall global marketing of Barbados as a tourism destination.

Headquartered in Barbados, the BTMI's policies are driven by a government-appointed Board of Directors and a management team led by its CEO.

The mission statement of the BTMI is "To Position Barbados As The Premier Globally Competitive, Year-Round, Warm Weather Destination, Contributing To A Sustainable Quality Of Life For All Barbadians."

The BTMI's functions are:

- To promote, assist and facilitate the efficient development of tourism;
- To design and implement suitable marketing strategies for the effective promotion of the tourism industry;
- To make provision for adequate and suitable air and sea passenger transport services to and from Barbados;
- To encourage the establishment of amenities and facilities necessary for the proper enjoyment of Barbados as a tourist destination; and
- To carry out market intelligence in order to inform the needs of the tourism industry.



4. Marketing Barbados

The BTMI oversees a very active multi-dimensional marketing program that includes direct sales, broadcast advertising, online advertising, consumer print, direct response, sponsorships, partnerships and more.

The island has built its marketing around a strategic and creative platform that invites travelers to “experience the authentic Caribbean”, which showcases the many virtues of the island experience. Barbados targets the “authentic traveler” – a more affluent, experienced and educated consumer who finds virtue in the fact that we are a little further away and a little harder to get to.

Our efforts are largely targeted to consumers in our major feeder markets and those markets in which we have direct air service namely the United Kingdom, United States, Canada, The Caribbean, Europe and Latin America.

5. Current Positioning

The following brand positioning should be used to underpin efforts geared towards complementing the telling of the Barbados brand story.

Barbados’ offering as a destination goes beyond the core elements of sea, sun and sand and this allows it to differentiate itself from other competitive island destinations. In this regard the brand positioning focuses on Barbados’ distinctive strengths in the Caribbean market. Hence Barbados brand positioning, while aspirational, goes beyond to take advantage of the elements that further differentiate Barbados. This we characterize as “Engaging Island-Wide-Inclusiveness” and is based on:

- The fact that Barbados offers an island-wide immersion that can be fully experienced in a few days that is characterized by
 - i) friendly people
 - ii) predominantly safe and clean environment
 - iii) well-built infrastructure
 - iv) many year-round events and attractions
 - v) extensive culinary options.
- The fact that the naturally small size of Barbados coupled with coast-to-coast development and a mature tourism product makes island-wide engagement a distinctive experience not easily copied by larger countries or by less developed Caribbean competitors.

- The increasing desire by travelers to fully and authentically experience a destination while feeling safe, comfortable and welcomed. This makes “Engaging Island-wide Inclusiveness” of marketable value against very large international destinations when the visitor is looking for simplicity yet has a chance to have a fully embracing experience within a destination.
- The expectation that this positioning adds value by allowing the visitor to have a fuller experience either because of ease of reaching multiple aspects of the destination, or by sense of safety and freedom and because the destination has many points of interest spread over a manageable area for a 10-to-14 day visit.
- The expectation that this positioning supports a positive price differential so as not to require Barbados to compete primarily on price. It also enhances our relative power in the distribution channel through a demand-driven approach, whereby customers are driven to channel partners, hence lowering the level of dependency of partner networks or Minimum Revenue Guarantees (MRGs) as a basis for filling the distribution channel.

The realization that by focusing our marketing messaging on the island-wide inclusive nature of the destination that we also support heritage, culture and community based tourism.

6. Budget

BTMI’s allocated annual budget for the French market is around €450K. This budget includes an agency retainer of €6K per month. Agency fees cover a dedicated senior account manager and junior staff to manage campaigns; adaptation of creative; consumer and trade marketing; activation of trade activities; writing of press releases; and all in-office expenses.

7. Scope of Work

Although the Scope of Work detailed below is not exhaustive, key actions for the selected agency are to

- i) Create and implement an approved annual travel trade plan aimed at increasing visitation and spend
- ii) Provide strategic planning and execution of all trade and consumer activities in market
- iii) Identify and implement tactical trade marketing programs with key partners
- iv) Develop, promote and execute at least one sales mission / road show in-market
- v) Develop an editorial calendar for consumer marketing
- vi) Adapt ad campaigns developed by BTMI’S global marketing team

8. Competitive Conflict of Interest

Our competitors include Bermuda, Bahamas and all territories in the Caribbean region. We expect our partnership to remain free of any and all competitive conflicts.

9. The Pitch

The following questions and information should be included in your response. Please prepare your response in the same order that the questions are presented here. While we encourage you to provide complete answers that effectively illustrate the capabilities of your firm, we request that you do not create additional questions or modify the questions below.

A. Company Information

- Company Name
- Address
- Internet URL
- Telephone
- Primary Contact Name
Title
Telephone Email

B. Offices

1. List all offices and total full time staff
2. List the office that would handle this account and number of full time staff

C. Clients/Brands

1. List clients (with brands) and length of time with the agency.
2. List the clients (with brands) for the office that would handle this business.
3. List all the travel brands and/or tourism accounts handled by your agency in the past three years.

4. List new clients gained in the past two years. Provide comment on why your agency was chosen for these accounts.
5. List accounts lost or resigned in the past three years. Provide comments on why lost or resigned.

D. Conflicts

1. Please list any destinations or travel accounts that you think might potentially represent a conflict of interest. It should be noted that the BTMI will not work with any agency that is currently engaged as the agency for any other Caribbean destination or other island/country that is viewed as a direct competitor.

E. Agency Positioning, Vision, Philosophy

1. What makes you different from other agencies? Please list at least four criteria which you believe create such differentiation.
2. Do you provide consulting services and if so, in which areas of specialization?

F. Agency Strengths and Special Experience

1. Key Strengths. Describe the kinds of travel accounts or categories in which you believe you have special strengths.
2. Specific Experience. Provide a summary of the agency's achievements in each of the following, providing the name of the client and measurable results from each action: i) national advertising campaign; (ii) social media campaign; (iii) trade incentive campaign; (iv) road show; and (v) sales mission.

G. Agency History, Ownership, Current Size and Key Employees

1. Founding Date. When was your office opened?
2. Mergers and Acquisitions. List any subsequent mergers, acquisitions or name changes.
3. Current Ownership. Who are the current owners of your agency?
4. Key Executives. Provide a short biography of primary executives, including dedicated senior account manager, that will be responsible for handling this account.

H. Scope and Nature of Agency Services

1. Agency Services. List the various services offered by your agency and the number of full-time employees dedicated to each department — e.g. account management, creative, media, research and/or account planning, broadcast production, print production, public relations, etc. Please provide the total number of employees.
2. Other Specialized Services. List any other specialized services your agency offers to its clients, either directly or indirectly, through its parent or sister companies, subsidiaries or network of affiliations.

I. Agency Work Process and Case Study

1. Work Process and Practices. Describe your agency's work process (if you use a specific discipline), and any particular practices you employ that help you produce consistently effective PR programs. How do you see your clients' role in the strategic processes?
2. A Case Study. Please share a case study which shows how your agency built the brand of a previously unknown/new destination. This could include an experiential marketing event/activation, a special alliance, or PR component of a new market entry, etc. As appropriate, please illustrate for the case study an overview of the goal, challenges, insights, creative concepts your agency identified and the results.

J. Agency Billings History and Current Distribution by Media

1. Billings and Revenue. Describe/Chart your agency's gross billings for the past two years and your forecast for this year.
2. Ranking. Please list where the BTMI will rank in terms of spend within your agency.

K. International Tourism & Travel Experience

Please provide detailed evidence of your travel & tourism experience by detailing:

1. Clients
2. Travel and tourism experience
3. Office and administration support

L. Agency Fee Structure

1. Fee Structure. Please provide an example of an annual set of Marketing and PR charges from your agency, both included and additional to the retainer.

M. References

1. Current Client references. List at least three client references providing name, title, company, address, and telephone number. The BTMI might speak with them about the effectiveness of your creative product, strategic thinking, account management, and overall excellence of your service.
2. Past Client references. List at least two client references providing name, title, company, address, and telephone number. The BTMI might speak with about the effectiveness of your creative product, strategic thinking, account management, and overall excellence of your service. Please provide the relationship you had between this individual and your agency and the reason they are no longer a client.

10. Submission Terms

Please know that all costs related to the presentation and submission of the RFP response is the responsibility of the agency. All agencies selected to present to the BTMI in Munich will be responsible for funding their own travel, if required.

11. Timeline

We would like to have the contract of one year begin on or around 1 April 2018, with agency briefing and strategic planning sessions to take place at the commencement of the contract. Market changes and availability of key constituents may cause delays in the schedule, but it is our intent to adhere to this timeline as much as possible.

12. Due Date and Questions

All questions must be submitted by Wednesday, 31 January 2018. Responses to the RFP must be received in PDF electronic format by Friday, 16 February 2018.

Please send to the attention of Ms. Anita Nightingale, BTMI Director-Europe, at europe.admin@visitbarbados.org.

On behalf of the Barbados Tourism Marketing Inc. we thank you in advance for your time and consideration.