



## RECRUITMENT OF A PUBLIC RELATIONS AGENCY TO SUPPORT TOURISM PROMOTION OF MADAGASCAR ON KEY EUROPEAN MARKETS

### Terms of Reference

#### *1. Context*

##### Overall strategy

The Government of Madagascar has set tourism sector development as a key priority in its 2015-2020 national policy by targeting better competitiveness and larger access to source markets for Madagascar destination. The objective is to double the number of tourist visitors by 2020 (244,321 as of 2015).

In order to better position Madagascar as a top tourist destination worldwide, a new Tourism Policy and a marketing strategy have been adopted in 2016 by the Ministry of Tourism and the National Tourism Board of Madagascar (ONTM), with the technical and financial support of PIC2 – a World-Bank funded project. “**Madagascar, Treasure Island**” is now the leading brand of Madagascar’s tourist strategy.

Taking advantage of the destination assets, Madagascar’s marketing strategy is to target affinity-based tourist segments such as nature lovers, birdwatchers, scuba divers, kitesurfers, etc. Due to very limited resources, it has been agreed to primarily focus promotion efforts on 3 key source markets: France, Germany and UK (see Appendix 1B). Among ONTM’s strategic objectives are:

- Enhance online visibility of Madagascar destination
- Increase knowledge of Madagascar as a tourist destination among consumers
- Increase business opportunities for local and international companies as well as for airlines.

##### Current situation

In 2016, arrivals from France, Germany and UK respectively stood at 54977, 7424 and 5762 visitors. Objective is to increase these numbers by reaching at least +10% yearly growth for French market and 10,000 pax for each UK and Germany. To this end, Madagascar’s tourism authorities have undertaken a series of actions since 2016 to foster and secure markets’ interest in our destination:

- In France: prominent participation with bigger exposure at TopResa 2016 continued in 2017 (strategic meeting with major TOs, press conference, side party hosted by Minister of Tourism, more exhibitors, etc.), roadshow in 8 major cities to train TO/TA in destination sales & marketing
- In Germany: participation to ITB 2017 including a press conference and a trade meeting with German TO, a B2B roadshow to 4 major cities that gathered more than 80 TO/TA in total, a 6-month PR & marketing representation to feed the industry and to sustain interest
- In UK: exhibition at WTM 2016 and 2017, with a happy hour event organized during the latter (~ 100 participants from press and trade)
- Fam trips/ press trips in 2017 for around 70 press & trade professionals from these markets

- Online: the launching of a brand new modern website late 2017 in several languages, and a 12-month social media campaign that helped reach a 900,000 audience, backed by a stronger internet ecosystem (Facebook, Twitter, Instagram and YouTube)

In addition to that, the Government of Madagascar has encouraged the development of air connectivity which is crucial to the country tourism growth. Over the past 3 years, airlines have expanded or launched new operations to Madagascar, namely: Turkish Airlines, Ethiopian Airlines, Kenya Airways, SA Airlink, Corsair. Although most of them propose regional flights, these now allow to better connect Madagascar to its target markets through major hubs such as Nairobi or Addis Abeba.

However, Madagascar remains a fragile destination, subject to recurring crisis (Air Madagascar general strike during 2015 high season, tourist attacks in 2016, plague pandemic in 2017). These severely impact the destination's image and tourist bookings (-50% ticket reservation during the plague crisis in October/November 2017). As such, it is crucial to build and maintain markets' confidence in Madagascar tourism.

In this context, the ONTM with financial support of PIC2 Project (IDA/World Bank credit Nr. 55640) is now seeking to hire a PR representation to support tourism promotion of Madagascar in Europe.

## ***2. Objectives and scope of assignment***

### **a. Objectives and indicators**

Covering DE/FR/UK source markets, the objectives assigned to the PR agency will be to:

- Maximize Madagascar's visibility and audience on these 3 markets
- Secure, maintain and develop trade & media interest in Madagascar to make it a vivid and major tourist destination,
- Help ONTM to address industry needs in terms of sales training or information requests
- Assist and/or organize and coordinate promotional events on these markets

Indicators to measure the agency's performance/success in this assignment are mainly:

- Increased number of TO catalogue features on Madagascar in each market
- Significant ROI in offline and online media (press clippings/ articles/ broadcasts about Madagascar's destination in magazines, newspapers, social media, travel blogs, TV, etc.)
- Strong attendance to organized events

In conclusion, it is expected this assignment should significantly contribute to increase the number of visitors (10+ %) from these countries to Madagascar.

### **b. Mission scope and deliverables**

The agency will work on and target **the 3 priority markets: FR/ DE/ UK (with stronger focus and efforts on France and Germany)** for activities as follows. Marketing content and wording should of course be adapted to each market.

## **ACTIVITY 1 : PUBLIC RELATIONS AND MARKETING**

Target markets: France, Germany, UK

Time period: 12 months from Feb. 2018 – Jan. 2019

Targeting TO/TA as well as press/media on each market, the PR agency will have to:

- Promote Madagascar continuously, by feeding the industry and influencers with constant relevant information and news about the destination (could be through a "newsletter")

- Use efficiently social media tools to boost Madagascar's destination image and audience, by e.g. posting relevant content on Madagascar-tourism pages/ accounts and/or organizing a competition (this will be done in close coordination with ONTM web team)
- Monitor and follow up social media behaviors, new releases and/or features in offerings and catalogs (brochure audit before/after)
- Relay press releases and communications from Tourism authorities
- Anticipate possible crisis and lead counter-communication if required (potentially in view of upcoming 2018 presidential elections)
- Identify and partner with a list of travel bloggers and influencers on each market, as well as on each tourist segment when applicable (birdwatching, sportfishing, trekking, nature lovers, diving)
- Any other PR & communication action as required such as individual phone calls

#### Deliverables for Act.1:

It is mandatory the agency not only lists the type and number of actions undertaken during each period, but provides an in-depth trend and feedback analysis for each market. It is therefore expected the agency shows numbers, graphs, clippings and any illustration to back its analysis.

Reports for this activity should be delivered as follows:

- 1A – Quarterly reports that include activities description, market feedback analysis (both quantitative and qualitative), lessons learned and content recommendations for the next quarter.
- 1B – Newsletters and/or any material produced (as appendix in quarterly reports)

### **ACTIVITY 2: SUPPORT TO TO/TA SALES TRAINING AND DEVELOPMENT**

Target markets: France, Germany (and UK for webinars only)

Time period: time and frequency TBD together

Beyond the need of maximizing Madagascar's exposure and audience within target source markets, final goal is to increase the number of **tourists purchasing a travel to Madagascar**. To this end, it is crucial to ensure TO/TA have the capacity to sell the destination more and better.

The role of the agency will be:

#### **Webinars/ e-training (including for UK)**

- In cooperation with ONTM team, to propose, create and develop thematic webinars (at least 1 or 2 per market) dedicated to TO/TA – this includes all related content
- To promote those webinars among the industry, manage registrations and broadcasts, monitor participation, drive and animate each session (in the country language)
- To prepare and send a summary to participants and collect/analyze feedback from them,
- To provide and/or relay answers to possible post-session questions or information requests
- To propose to ONTM possible supporting marketing materials (electronic or physical) and manage distribution not only to participants but to selected trade database – these could be thematic or tourist maps, sales manual, etc.

#### **Roadshows/ B2B and on-site training** (03 cities per country) \*

- To organize roadshows by identifying relevant cities/places and participants, and managing preparation and logistics (invites, agenda, venue, catering, powerpoint presentation in the country language) – this will include logistic support to ONTM attending team (transportation, on-site accommodation, delivery of materials)
- To provide post-session assistance, evaluation and follow-up (as for webinars above), as well as analytic reporting (including high-quality photo event coverage)

#### Deliverables for Act.2:

Again, it is crucial the agency not only reports on logistics or organizational problems but highlights the results obtained on each market: what did participants like best or dislike, how many of them

found it useful, did this(these) session(s) bring a positive change to them or not, are these likely to help them increase/improve sales, etc. Comparative results between FR/DE are welcome.

- 2A – Webinar/roadshow reports, including evaluation as explained above. These reports can be inserted in quarterly activity reports (1A) as a separate section.

### **ACTIVITY 3: EVENT ORGANIZATION AND MANAGEMENT DURING FAIRS**

Target markets: France, Germany, UK (only for trips during ITM)

Time period: along ITB 2018, TOP RESA 2018, ITM 2018 (Madagascar)

This activity aims at i) supporting Madagascar’s participation to major international fairs on key source markets, ii) promoting Madagascar USP through discovery tours and iii) foster business partnerships with Malagasy DMCs to grant them better access to international markets.

The agency shall organize the following:

#### **Support during ITB 2018 (Berlin, March) and IFTM TOP RESA 2018 (Paris, September)**

- Pre/during/post-event communication about Madagascar’s presence to both fairs
- Organization of on-stand B2B and/or press meetings for both ONTM executives and Madagascar’s Minister of Tourism if attending
- Preparation and distribution of press releases and/or press kits if agreed so

#### **Fam trips/ Press trips during ITM 2018 (Madagascar, May 31- June 3<sup>rd</sup>, 2018) \***

In close cooperation with ONTM event team, the agency will organize discovery tours to Madagascar for key/specialty TO and journalists from European source markets as follows:

Expected origin/Nr. of participants:	OUTBOUND TOUR OPERATORS	JOURNALISTS & BLOGGERS	TOTAL PER MARKET
French-speaking countries	25	12	37
German-speaking countries	25	10	35
UK	5	5	10
<b>TOTAL PER TYPE</b>	<b>55</b>	<b>27</b>	<b>82</b>

The agency will therefore be tasked to:

- Identify the most relevant prospective participants to these trips to Madagascar, and manage their subscription (invites, confirmation, details, etc.)
- Set up individual/group agendas for B2B/ press meetings with local DMCs during ITM fair
- Collect their individual feedback and monitor post-trip features and press clippings

***NB: upon confirmation of participation and reception of the participant’s details, ONTM will manage travel arrangements and bookings (international and domestic), local accommodation, tour agenda and guiding, etc. According information will be provided by ONTM prior to departures.***

#### **Additional thematic events in France and/or in Germany \***

The agency may identify additional industry events (conferences, forums, thematic fairs, etc.) that might be i) a relevant marketing/promotion opportunity to reach out to markets and ii) organized by a third party. Such events must be in line with target segments/thematics (see Appendix 1B), address Madagascar’s overall marketing strategy and demonstrate high potential ROI. For instance, it could be a B2B forum organized by a travel association and gathering TO/TA members, where Madagascar would be invited as guest destination.

Should the agency identify such events, its tasks will be to :

- Propose to PIC2/ONTM 1 or 2 thematic events/activities per target market (rationale, justification, events details, expected results, costs, etc.)
- If event is approved by PIC2/ONTM, organize according logistics and travel arrangements

### Deliverables for Act. 3:

The agency shall provide reports after these events and trips as follows:

- 3A – post-fair reports including the list of contacts and summary of meetings (+ next steps if any) – this does not need to be a separate report but could be captured in quarterly reports as a dedicated section
- 3B – fam/press trip report at latest 03 months after ITM, which shows the list of participants and their feedback on the destination. The objective of this report is to highlight and analyze ROI on those trips: did they have an impact on participants perception of Madagascar, are these trips likely or not likely to trigger a business decision (new features, partnerships, etc.), does the product fit to the market and what should be improved, etc.

### **3. Deliverables**

#### Timeline

The agency shall submit the following reports and deliverables:

- Deliverable 1 (2 weeks after signing contract): detailed Work Plan
- Deliverables 1A to 3B (2 weeks after end of each quarter): Q1/ Q2/ Q3 reports and activity reports as detailed in Section 2 above
- Deliverable 4: Final report that would include the following sections:
  - Q4 activity report
  - Summary of activities/results of the year
  - Impact analysis and recommendations

#### Languages and approval process of deliverables

Deliverables should be provided preferably in French, though English may be accepted. The Consultant's proposals and deliverables will be approved by PIC2 Project after consulting the ONTM.

### **4. Mission timeline, organization and arrangements**

#### Timeline and duration

It is estimated the mission would last 12 (twelve) months for both France and Germany markets, from February 2018 to January 2019 included, whereas it would be limited to 06 (six) months for UK market during first semester 2018.

#### Funding, sourcing and contract arrangements

As it is understood that not many firms do have their own representatives in each of the target countries, candidates may choose to apply to 1 country only, or to 2 or 3 countries (alone or in consortium) as follows – see Appendix 1A for activity per market :

- **Item 1: France**
- **Item 2: Germany**
- **Item 3: United Kingdom**

PR contract(s) will be signed with PIC2 Project which is the main funding institution for this assignment. It will cover the agency fees and activity costs **other than** those marked in Section 2 with

**\*: logistics and travel expenses related to those roadshows, tourism fairs, press/fam trips will be paid directly by ONTM to suppliers/ vendors – see details in Appendix 3.**

#### Organization and institutional arrangements

The mission will be jointly monitored by PIC2 Project and the ONTM with whom the Consultant will work closely: PIC2 will be the agency's counterpart for administrative matters (except for logistics funded by ONTM) whereas ONTM will be the technical lead of the mission. Both will appoint a single point of contact to this mission.

#### Division of tasks

ONTM will:

- Provide all required templates and artwork (invitations, newsletters, powerpoint presentations, press kits/ release)
- Contribute to the content (key information, photos, etc.)

The agency will:

- Propose outlines and request missing content/information to ONTM
- Finalize all materials accordingly (editorial work, additional content, translation into the country's language when necessary, etc.) and manage their distribution/utilization

Division of tasks per type of activity is detailed in Appendix 2.

#### Monitoring & Evaluation

It is important the agency be accountable for results and able to demonstrate qualitative and quantitative success during the mission. Therefore, it is desirable the agency proposes relevant and reliable monitoring tools to measure ROI and impacts. According costs will be embedded in PIC2 contract.

### **5. Profile and requirements**

The Consultant shall be a reputable PR agency with at least 07 years of proven experience in representing and promoting successful tourist destinations on applied source markets. Therefore, candidates should prove to have :

- Successfully worked for at least 03 growing tourist destinations (countries) on the applied source market(s) in terms of destination promotion, marketing, PR (media & trade), B2B, event organization and preferably;
- Sound experience in organizing institutional events and sales/trade meetings for Tourism Boards or Ministries of Tourism is a must
- Proven network and contacts among both tourism-specialist media and travel industry in applied market
- Prior experience in event management including participation to ITB Berlin and TOP RESA

The Consultant should make available a dedicated and qualified team for this mission, composed of at least 03 specialists as follows:

- 01 Team Leader, destination marketing specialist, with at least 7-year experience in managing similar assignments and with strong knowledge and understanding of Western European source market. He/she will lead and coordinate the agency's work (in each market if applicable), provide strategic advisory along the mission, ensure objectives are achieved, and serve as Client counterpart;
- 01 Tourism Industry Specialist, experienced in B2B promotion and/or in events oriented towards tourist professionals. At least 5 years of prior successful experience in similar operations is a must. He/she should prove to have excellent relationships and wide network

among the travel industry in applied market(s) and ideally in surrounding countries: TO and distributors, tourism opinion leaders or “prescribers”.

- 01 Media & Event Specialist, with at least 5 years of sound experience in managing relationships and similar events involving media (press conferences, press trips, etc.). He/she should prove to be well introduced and knowledgeable in the media sphere.

Non-key personnel may include a B2C Specialist, with experience in the travel sector (3 years minimum).

In case candidates apply for 2 or 3 countries, the agency should provide Specialists based in each source market although there will be only 01 Team Leader to oversee the whole mission.

#### ***6. Recruitment and selection process***

The candidate agency that proves to have the best qualifications on each target market relevant to this assignment will be selected in accordance with the procurement procedures outlined in the Guidelines “Selection and Employment of Consultant by World Bank Borrowers”.

Candidate agencies are presently invited to submit applications that include :

- one (01) signed Letter of Expression of Interest for this mission **stating the item(s) applied to**
- one (01) document providing evidence of their qualifications to execute the services : presentation of the firm, references and details of similar assignments [over the past five (05) years], availability of required and qualified team among the personnel, etc.

**Following application evaluation, only the selected firm will be invited to submit a technical and financial proposal for these services – this proposal will be used to negotiate and finalize a contract with PIC2 Project.**

## APPENDIX 1 – DETAILS PER TARGET SOURCE MARKET

### A. Summary of assigned activities per target market

	Item 1: FRANCE	Item 2: Germany	Item 3: UK
Act.1: PR & marketing	X	X	X
Act.2: Sales training & development			
Webinars	X	X	X
Roadshows	X	X	
Act.3: Event organization during fairs			
Support during international fairs	X	X	
Fam trips	X	X	
Press trips	X	X	X

### B. Key strategic market segments/thematics per target market

	France	Germany	UK
Birdwatching	++	++	++
Hiking and trekking	+++		
Fauna and flora	+++		
Diving	+	+++	++
Sport fishing	++		
	Traditional market		
	Market to be conquered		



## APPENDIX 2 – Detailed division of tasks between ONTM and the PR Agency

	<b>FAM TRIP</b>	<b>PRESS TRIP</b>	<b>TRADE FAIR</b>	<b>ROADSHOW</b>
<b>PR AGENCY</b>	<ul style="list-style-type: none"> <li>-Identify the participants</li> <li>-Send invitation/registration form to the participants</li> <li>-Follow up registration</li> <li>-Send invoice to the participants</li> <li>-Follow up payment of the registration fee</li> <li>-Send the itinerary to the participants</li> <li>-Relay all details and information sent by ONTM</li> <li>-Relay the flight tickets sent by ONTM</li> <li>-Send the evaluation form and follow up</li> </ul>	<ul style="list-style-type: none"> <li>-Identify the participants</li> <li>-Send invitation</li> <li>-Follow up registration</li> <li>-Send the itinerary to the participants</li> <li>-Relay all details and information sent by ONTM</li> <li>-Relay the flight tickets sent by ONTM</li> <li>-Follow up publication of articles/links and forward them to ONTM</li> </ul>	<ul style="list-style-type: none"> <li>-Organize B2B meetings for ONTM’s representatives</li> <li>-Suggest content for the press release</li> <li>-Print and distribution of the press release at the fair</li> </ul>	<ul style="list-style-type: none"> <li>-Suggest the best time to organize the event</li> <li>-Identify the relevant cities</li> <li>-Identify the venue</li> <li>-Follow up orders and invoice for the venue and catering</li> <li>-Send invitation to TOs/TAs</li> <li>-Follow up of registration</li> <li>-Take care of the catering during the event</li> <li>-Ensure that AV equipment is provided</li> <li>-Before the show: provide list of attendance</li> <li>-After the show: provide list of final attendance</li> <li>-Take high resolution pictures during the event and send them to ONTM</li> <li>-Suggest content for the PowerPoint presentation</li> <li>-Translate the PowerPoint presentation into the country language if needed</li> <li>-Organize inter-cities travel if required</li> <li>- Organize room booking for ONTM delegates + participants</li> </ul>
<b>ONTM</b>	<ul style="list-style-type: none"> <li>-Create template of invitation/registration form/itinerary</li> <li>-Provide invoice for the registration fee</li> <li>-Provide the itinerary</li> <li>-Provide the flight tickets</li> <li>-Take care of ground logistics</li> </ul>	<ul style="list-style-type: none"> <li>-Create template of invitation/itinerary</li> <li>-Provide the itinerary</li> <li>-Provide the flight tickets</li> <li>-Take care of ground logistics</li> </ul>	<ul style="list-style-type: none"> <li>-Create template of press release</li> <li>-Prepare the content</li> <li>-Provide the file to be printed</li> </ul>	<ul style="list-style-type: none"> <li>-Create template of invitation</li> <li>-Create template of PowerPoint presentation</li> <li>-Prepare the content</li> <li>-Provide the PowerPoint Presentation before the event</li> </ul>

## APPENDIX 3 – DETAILED COSTS TO BE COVERED BY ONTM

(not to be included in PIC2 contract)

	<b>FRANCE</b>	<b>GERMANY</b>	<b>UK</b>
<b>TRADE FAIRS</b>	TOP RESA 2018	ITB 2018	WTM 2018
	Stand + stand builder Travel costs+ accommodation (ONTM participants)		
<b>FAM/PRESS TRIPS</b>	During ITM 2018		
	Airlines from point to point + Domestic flights + Ground handling (for international participants)		
<b>ROADSHOW</b>	3 cities	3 cities	
	Venues Travel costs + accommodation (ONTM participants)		
<b>THEMATIC CONFERENCE/EVENT</b>	2 events	2 events	
	Venues + catering if required Travel costs + accommodation (ONTM participants)		