

Questions & Answers
October 14th, 2018

Title: RFP# 11 Jordan Tourism Board Tourism Brand Review & Development

Dear All,

Please find hereunder the questions and comments raised by bidders.

- 1. Does the scope of this assignment allow for the agency to travel to Jordan for a visitor immersion and familiarization trip?**

The bidders are encouraged to identify the best approach to ensure they develop and submit a competitive proposal, including conducting inspection trip(s). Cost of travel to be borne by the bidding company.

- 2. Is the Discovery session intended to take place in Amman or in Washington, D.C.?**

Amman.

- 3. Are there any requirements to submit recommendations in languages other than English? If so, please detail.**

No. Per the RFP, all documents should be submitted in English.

- 4. For the qualitative research, can you please provide the countries beyond North America and any information on audience segments needed to gain a comprehensive understanding of audience sentiment?**

Over the past ten years, JTB conducted one qualitative research covering North America only.

- 5. Kindly advise on how JTB defines the global intrepid travels & Jordan intrepid travelers**

Please refer to the JTB strategy for a clear and expansive definition.

- 6. Advise if any other leisure traveler's segments should be included in the research**

No. Please refer to the RFP and JTB strategy for target segments.

- 7. The RFP mentions that the current brand "Visit Jordan" is considered one-dimensional and speaks to a geographically identified audiences only. Kindly share a list of identified audiences**

At the time, JTB targeted audiences based on geographic location and a primary interest. The new JTB strategy targets people according to motivations and interests, regardless of geography, and, hence, the intrepid traveler.

Please refer to JTB strategy for more details.

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8. Kindly define the core international markets.

Please refer to the JTB strategy for more information on target markets.

9. The RFP highlights 8 countries that you wish to conduct brand audits against, kindly advise the reason of selecting these countries and not including others such as Oman and Georgia

The 8 countries were chosen for their competing tourism offerings, which are similar to Jordan's. Oman is number 8 on the list.

The JTB does not believe that Georgia has a similar tourism offering to Jordan and, therefore, did not include it.

10. in order to determine the essence of JTB's competitive travel value proposition, kindly advise why?

The question is not clear.

11. Qualitative research has been proposed in the RFP versus conducting Eyeopeners studies-essence, optimal differentiation, competitive advantage, for leisure segments and business travelers can.

While qualitative research was proposed, the bidders are welcome to suggest other tools that will help them deliver a competitive bid.

12. Can you please share more details on the overall sub brands under JTB including any initiatives, programs, partnerships and JVs if possible? And advice if there is any creative work is required for the sub-brands.

There are no official sub-brands under the Visit Jordan umbrella. The best way to understand any variations in branding is to study the new segments included in the strategy, which include: adventure tourism, medical and wellness tourism, faith tourism, as well as MICE.

13. We are a London based / registered entity, would any withholding tax be applicable?

As mentioned in the RFP document, "Because BEST is a USAID funded project and is implemented under a bilateral agreement between the Jordan and the U.S. Government, offerors must not include VAT and customs duties in their cost proposal".

Proposal limitations:

14. There are several limits in the RFP, such as limit of 3 attachments (5MB limit) and number of pages per section. Can we send supporting documents? Such as a presentation in a downloadable link to support our offer?

Yes.

Decision making process:

15. Can you be clearer about the decision-making process post awarding the contract? Who needs to be actively involved versus only consulted?

This is USAID procurement, in partnership with JTB. Both entities will work together to ensure proper post-award implementation.

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Timescales:

16. **The RFP mentions the project duration is 6 months. Can we propose a different duration? Would be great to know what you see as the timings and key milestones. When do you want this brand to go out in the real world?**

Bidders may propose a different duration, within a six-month period.

Guidelines and training:

17. **Can you please elaborate more on the “branding guidelines and tools?” and also provide more details regarding the training of tourism sector players?**

The current JTB branding guidelines were provided to you as part of the reading material. The roll-out of the new brand, once completed, will be led by the JTB but applied by the JTB and the tourism sector in Jordan to gain maximum reach. So, training will be necessary for JTB employees and the private and public tourism sector to ensure the proper application and use of the brand.

Handover:

18. **How do you see the project ending/next steps? Will the winning agency have any role in the future beyond the handover at the end of the project?**

This is highly dependent on the shape of the future brand and the recommendation of the winning company. It is early for us to determine any future role for any of the companies currently bidding on the branding project. However, we would encourage you to provide us with details as to how your company might be of value once the branding project has been completed.

19. **One of the documents states that 3 brand consultancies have been identified to submit proposals. Could we know which 3 brand consultancies we are competing?**

This RFP was publicly published via different online platforms for interested companies to bid for.

20. **The reading materials are really complete and detailed regarding the overall vision, objectives and strategy. However, we don't see (nor we have received) a specific RFP with the SOW and details on the process (requirements, phases deliverables, timings, limitations, etc.) The document does state some general objectives (i.e. page 27 develop Jordan's tourism brand to position Jordan as a premiere cultural heritage, etc.) but does not get into the specifics of the branding assignment (i.e. is it required to review the current brand identity based on the outcomes of the potential new brand strategy? If so, to which extent, etc.)**

Please find attached the RFP document, which includes a detailed scope of work and expected deliverables.

21. **How many agencies have you included in the process, are there a mixture of International and local agencies?**

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22. Can you give us a budget indication for this?

The budget is to be proposed in your company's financial proposal. Proposals will be evaluated against technical and financial feasibility and competitiveness.

23. Who is the internal sponsor for this project?

The internal sponsor is the JTB with support from USAID BEST.

24. Why have you decided to embark on this project now?

The JTB is looking to update its current brand, as it was created in 2011 as part of a previous national tourism strategy. As times have changed, JTB's direction and strategies have changed, as well, and that needs to be reflected in the brand.

25. What brands do you generally admire?

Jordan should have its own unique identity and brand, as opposed to being similar to other destination brands.

26. You mention on page 17 of 25 - point ii.4 6months for all deliverables from the subcontract signing, what is driving the deadline? Is there a launch date for 2019?

Ideally, the brand is to be launched and ready in mid-2019.

27. What is your operational definition of 'Branding'?

The JTB does not currently have an operational definition for branding. If you are chosen to proceed in this activity, you would be expected to clearly define the operational parameters of the JTB brand.

28. Can you please confirm this is not a creative pitch and the submission includes approach, methodology and deliverables only?

The deliverables are as stated in the RFP. Also, Phase 3 does not include campaign production; the deliverables are as stated. However, examples of how the brand could be articulated through a variety of media, including a campaign would be very useful, should you choose to include that in your company's proposal.

29. Are you expecting to see anything included in our proposal outside of the necessary elements listed in section 1.4 B?

Companies responding to this RFP are encouraged to work as they see fit. That said, proposals will be evaluated against technical and financial feasibility and competitiveness, per the set criteria stated in the RFP document.

30. For us to undertake an audit of Jordan Tourism is it possible for you to provide the following: Current Assets (Creative, content etc.), Programmers, Funding levels, Performance data, Staffing plan.

The bidders are encouraged to conduct secondary and desktop research to identify Jordan's assets. As for performance, the Ministry of Tourism & Antiquities published data relevant to the

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tourism industry performance on year by year basis, which are publicly available, including the recent Tourism International Travelers & Visitors Survey.

Information available on: www.mota.gov.jo

31. **Are you able to share the following in relation to your previous/current communication efforts: Performance data, Levels of funding?**

This data will be shared with the winning company at a later stage, if they see that it is necessary for the completion of the project.

32. ***“The cost proposal shall also include a budget narrative that explains the basis for the estimate of every cost element or line item”***, We assume this relates specifically to travel costs, indirect rates etc. **If, however this refers to EVERY DELIVERABLE, and you want a fixed fee for every line item we submit, we would need to know exact deliverables you require in order to scope and cost.**

The USAID BEST project expects to receive estimate for each line item per deliverable your company submits. Please refer to the RFP document for further details

Brand and sub brand strategy:

33. **We are looking for a little clarity in understanding this point. We assume this is the creative concept development piece of work. You refer to it as Jordan and sub-brand positioning. Is this a requirement to develop 3 alternate creative directions... one close to the existing logo and 2 new directions. What’s NOT clear is if you are looking for three alternate positionings and a creative output for each, or three creative ideas based on 1 strategy but each with a clear narrative, rational and visual expression. Or Is it up to us which sub-brand we develop? ie MICE, Health Tourism etc.?**

As stated in the RFP, the Jordan brand/sub-brand positioning concepts (3 concepts including one concept based on existing word marque) plus basic mood boards. Each concept will depict a potential, distinct brand direction for the destination, as well as its rationale and implications (how to effectively action the positioning).

34. ***“Develop a set of branding guidelines and tools for JTB and to train....”*** We would assume this is a final deliverable covering everything ... if so it’s hard to scope given we don’t know exact deliverables? **This could be a 30 or 100-page guideline... do you have clearer expectations for the guidelines...volume, level of comprehensiveness etc.**

Please submit a comprehensive guideline that includes the necessary content in the most succinct and crisp way possible. As for the training, the expected output is for the tourism sector in Jordan to be able to correctly and effectively apply the new brand.

35. **You have stated that the deliverables are due within 6 months – but clearly phases flow from one to another – the research informing the brand creation. Do you have a clear schedule, or do you want us to state our expectations in II.4?**

Please feel free to state your expectations in a way that clearly fits into the 6-month period that we have defined for the project. Ideally, the new brand should be launched and applied by mid-2019.

36. **Are all deliverables English? Arabic or other language requirements? Any specific areas that require translation such as strategy/narratives etc.**

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Per the RFP, all documents should be submitted in English.

- 37. As mentioned above, we would require clarity of online and offline comms deliverables. Are these templates, how many, schematics only etc.**

The JTB expects clear visual articulation and brand messaging that can be used online and offline and across different platforms. For online marketing, the JTB currently use Facebook, Instagram, Twitter, YouTube in addition to google ad networks,

- 38. It would be good to understand your current marketing setup – what/who are your current supplier set? In part that we can understand who/how would activate the work done.**

Please refer to the JTB strategy for this information.

- 39. What are you looking for in an ideal partner?**

A company that is capable to submit a competitive proposal considering the technical and financial requirements stated in the RFP document.

- 40. Are you clear on any measurable outputs for this project? What does success look like?**

A clearly identified brand that effectively resonates with the intended segments, reflecting Jordan's dynamic and unique tourism offering.

- 41. How important is it to have a multi-geographic team? Are there specific target regions that appeal?**

The question is not clear.

- 42. How big is the core team that we would be working with? Who are the decision makers? Who would we be working with on a day to day basis? It is always useful to understand the internal setup.**

Winning bidder will be assigned with a point of contact through which decisions will be conveyed and with who all day to day matters pertaining to the brand will be discussed and monitored.

- 43. Could we have information regarding the maximum budget allocated/available for this project?**

The budget is to be proposed in your company's financial proposal. Proposals will be evaluated against technical and financial feasibility and competitiveness.

**Best regards,
Procurement Department
USAID Building Economic Sustainability through Tourism Project**