



Terms of Reference

Consultancy to Draft a Tourism Strategic Marketing Plan

Definition (Marques, 2005):

Tourism marketing can be considered as a form of management that, based on the knowledge of the needs and aspirations of tourists, seeks to satisfy them offering a value to customers higher than that offered by the competition, in a profitable and sustainable way for the organization, the long term.

Marketing must be based on a coherent, complete and operational strategy for the integrated and sustainable development of Tourism.

I - PRELIMINARY REMARKS

- A. From the series of meetings promoted by the Ministry of Tourism during 2017, with the stakeholders involved in the Tourism industry, one of the clearest and most striking findings was the recognition that the country does not have a suitable and coordinated marketing plan as a tourism destination.
- B. However, based on the presentations and debates during those meetings, as well as on several previous studies and plans, of which the Strategic Plan for Sustainable Development (PEDS), in turn elaborated on the Government's program of the IX Legislature (presented in September 2017) is the most recent, were elaborated the Great Options of the Strategic Plan for Sustainable Tourism Development (GOPEDS Tourism), which establishes the bases for a strategy oriented to the definition of a network of well-structured products and for planning appropriate promotion and marketing actions.
- C. On the other hand, drafting of the Tourism Code is near completion, which will clarify the legal framework applicable to the set of structures and activities of the Tourism industry, filling another structural gap in the sector, as it will pave the way for a articulated and complete regulation of the functioning of the structures and services related to Tourism, and, therefore, the fair, effective and efficient inspection of the performance of all tourism players.
- D. A Marketing Plan that organizes, monitors and evaluates the promotion and trading of the Cabo Verde destination is, therefore, a *sine qua non* (the main condition) condition for the different stakeholders that interfere in the development of this sector, actually leader of the National Economy, to compete for a diversified Tourism integrator, creator of added value for all.



- E. The Marketing Plan must be realistic, taking into account, on the one hand, the global panorama of competition among markets, and, on the other hand, the resources available at the destination, not creating false expectations, either in the markets or in the local economy, either in populations.
- F. The Marketing Plan - as the Tourism Code, the Strategic Plan for Tourism and other structuring documents for the near future of Cabo Verde Tourism - must assume the important role of articulation and awareness of public and private managers in the global mission of the sector National Tourism to achieve joint, harmonious, articulated and effective planning and action to generate the creation of added value, the only way to achieve the desired goal of raising the level of national GDP and bringing more income to the populations, while generating decent and sustained employment.
- G. For this, the Marketing Plan cannot ignore the essential issues to its success: What to do? How, when and where? Who will be responsible for its implementation and success?
- H. To be a helpful guiding instrument, the Marketing Plan must establish indicators that will allow the measurement of planned results for each stage of its operation.
- I. Finally, and provided that a Marketing Plan ought to be updated regularly to keep up with market trends, it should be sufficiently flexible so that it can adapt its content depending on market developments.

II SCOPE OF THE CONSULTING SERVICE

The object of the consulting service is to develop a Tourism Strategic Marketing Plan in the short (2021) and medium (2023) terms, defining strategies (short and medium terms) and establishing an action plan (2021/22) for the sector, taking into account the specifications set out below.

III – OBJECTIVES OF THE PLAN

- A. The Marketing Plan should be for all stakeholders in the tourism sector, a guide that will lead them to coordinated and effective actions in order to be achieved in cooperation with promptness and efficiency, the economic, social, environmental, ethical and governance results in the sector.
- B. Promote the correct and productive use of available resources, knowing that they are limited, so they should be used with expertise and parsimony, and whenever possible, to create new business centres that regenerate their sustainability.
- C. Prerogatives and sovereign responsibility, *branding* and promotion of the destination must do everything to promote healthy public-private cooperation, establishing ties of effective involvement between the government (central, regional and local) and private actors (companies, associations, NGOs) and between players in both spheres.
- D. Ensure quality systems in the management of the Plan and inducing the adoption of quality systems throughout the value chain network.



- E. Improve to the limits the knowledge of the markets – market intelligence - by those responsible for marketing, from the traditional to the potential, fostering their knowledge and interest in the destination, and facilitating the purchase decision.
- F. Strategies should be defined that relate the markets with the defined priority segments, for the preparation of assertive marketing plan.
- G. Similarly, promoting in-depth knowledge of competitor destinations, considering however that competitors are not adversaries in stricto sensu , but rather collaboration mechanisms with them should be searched.
- H. The Plan should show the growing importance of the use of the internet and information, communication, and sales promotion technologies, in line with the 4D digital business environment. It is suggested to select one or more portals that have high levels of informative quality, content coverage and the potential for communication and distribution of Cabo Verde's global product, as a way to quickly and efficiently reach the globalization of Cabo Verde tourism products, under the guidance of the sector's sovereign authority.

IV - STAGES

A - ANALYSIS AND DIAGNOSIS

There is a set of documents * that approached in the recent past the perspectives of Tourism in Cabo Verde in terms of supply. On the demand side, not much has been done, so there is a need to take seriously a planned, vast, deep action carried out by well-prepared people, so that the stakeholders in the promotion of Cabo Verde acquire a solid knowledge of the trends of markets, both those that already demand Cabo Verde and those who can choose our country as a tourism destination, especially those that can decisively integrate the purpose of diversifying our offer and those that can mitigate the seasonality of demand.

- 1. RADIOGRAPHY TO THE INSTITUTIONAL SITUATION (ORGANIZATION, PLANNING AND ACTION) WITH REGARD TO CABO VERDE`S BRANDING AND MARKETING AS A TOURISM DESTINATION**
 - a. How is the sovereign mission of branding and promoting the destination of Cabo Verde organized?
 - b. Does the State assume its responsibilities?
 - c. What is the institutional organization framework/chart for the sector?
 - d. Identify any institutional constraints and suggest ways to overcome them.
- 2. RESPONSIBILITY FOR MANAGEMENT AND COORDINATION OF MARKETING ACTION**
 - a. Definition of the structure that must, at central, regional and local level, coordinate the implementation and management of tourism marketing;
 - b. Identify appropriate teams and technologies for effective and efficient marketing;



- c. Charting a path of involvement and joint planning and action amongst all stakeholders, direct and indirect, public and private.

3. THE TOURISM OFFER (PRODUCT)

The Marketing Plan must outline a diagnosis that addresses the different aspects of the tourism offer and its trading, either globally or island by island, point out strengths and weaknesses, opportunities and threats (SWOT analysis), namely:

- a. Assess the national brand Cabo Verde (degree of international visibility and how the Cabo Verde destination is perceived abroad);
- b. Create a set of Performance Indicators (KPI's) for regular assessment of the Country Brand Value and Positioning
- c. Assess the existing tourist product offer and its suitability for demand in traditional and potential markets; create a set of Performance Indicators (KPI's) for regular evaluation of tourism products.
- d. Assess the opportunity to introduce new tourism product segments;
- e. Survey the seasonality by product and the different ways for its smoothing and its proper promotion (the communication channels and promotional techniques to be adopted by product and by market to reach);
- f. Suggestions for the promotional structuring of the various products - domestic tourism circuits (nature, history, culture), construction of experience packages, etc.

4. DEMAND (MARKETS)

The consulting firm must present a methodology for conducting the surveys listed below (where, how, with whom...), and include any estimated travel costs. In case of subcontract, the name of the companies or organizations to be subcontracted must be indicated.

a) CABO VERDE`S TRADICIONAL MARKETS

- i. Identify the Similar Destinations by Tourist Product and analyse those most chosen by our traditional markets;
- ii. Characterise the Different Market Segments by market / type of tourism product;
- iii. Identify the “drivers” of motivation and selection of destinations by market / tourism product;
- iv. Identify the channels used by tourist for research and choice of destination by type of tourism product;
- v. Identify the most valued and appreciated attractions in competing destinations;
- vi. Analyse the annual distribution of the binomial market-product suitable for approaching the seasonality;



- vii. Inquire operators (airlines, wholesalers, tour promoters, ...) who operate in potential markets to understand the degree of appeal to have Cabo Verde programmed among its future tourism destinations;
- viii. Identify the constraints related to the tourism product and operations so that to improve attractiveness of destination Cabo Verde;
- ix. List communication and promotional actions (online and offline) so that Cabo Verde's traditional markets include the destination in their planning, in quantity, quality (expenditures per tourist) and diversity (both for tourists, destinations and products consumed).
- x. Model to reconstruct de distribution channel to traditional markets and traditions operators, in the context of COVID-19 crisis recovery;
- xi. Evaluate models of setting-up representations is some traditional markets (Which markets? How these representations should be created/installed?)

b) POTENTIAL MARKETS

- i. Identify the Main Potential Markets that could raise the level of demand of Cabo Verde's tourism products and destinations;
- ii. Assessi the most appreciated Potential Markets by type of Tourism Product and Average Expenditures in destinations;
- iii. Characterise the Different Market Segments by market / type of tourism product;
- iv. Identify the “Drivers” of motivation and selection of destination by market/tourism product;
- v. Identify the Channels Used by tourists for Research and choice of destination by type of tourism product;
- vi. What are the most valued and appreciated attractions in competing destinations;
- vii. Which products and potential markets are best suited to smooth/mitigate the seasonality of demand for Cabo Verde;
- viii. Inquire operators (airlines, wholesalers, tour promoters, ...) who operate in potential markets to understand the degree of appeal to have Cabo Verde programmed among its future tourism destinations;
- ix. Identify the constraints related to the tourism product and operations so that to improve attractiveness of destination Cabo Verde (accessibilities, promotion, collaboration with national operators);
- x. List communication and promotional actions (online and offline) to improve demand for destination Cabo Verde.
- xi. Evaluate model of representations in some potential markets (Which markets? How?)



c) COMPETING DESTINATIONS

- i. Identify the destinations that compete with Cabo Verde in traditional and potential markets;
- ii. Assess/benchmark comparable offer and any possibility of anchoring these markets and their products - keywords and promotion arguments to be used (*online and offline* communication);
- iii. Assess plans, marketing actions and budgets used by competing destinations in traditional and potential markets;
- iv. What is the potential of competing destinations for eventual win-win synergies (cross-selling of complementary products, generation of returns for air operations).

5. ACTION PLAN

a) Plan Content/Units

The marketing actions to be undertaken will be based on the previously established strategies (see 1st part of this ToR) and will be aimed at different target audiences (potential markets, sales channels, influencing/opinion makers, tourists at the destination), and it should contain including:

I. General outline of the Plan.

It is expected one 'Work Sheet' per action, comprising the following details:

- Target Audience
- Objectives
- Content (development)
- Schedule/timeline
- Estimated implementation cost
- Responsibility/execution entity
- Consolidated schedule
- Consolidated Budget Forecast



b. Terms of Reference

- For each work sheet of actions, a specific Terms of Reference must be drafted and presented, so that monitoring of its implementation can be facilitated.

c. Supporting documents

Create guiding documents to support the implementation of other predictable actions (i.e. fairs, workshops, cultural and sportsevents, inspection trips, etc.), namely:

- I. Checklists
- II. Procedures
- III. Recommendations

b) Information Data Base

- It must be created or adopted a comprehensive informative and in depth database that contains all relevant information for the promotion of tourism destination Cabo Verde. Preferably, identify a mature and reliable tool that meets the desirable requirements for the desired function, with the possibility of immediate use.

c) Monitoring Sensors

- Create metrics that allow, directly or indirectly, to monitor and assess all the steps of Plan implementation

d) Indication of complementary and alternative actions

- Flag/highlight other actions considered complementary or alternative of those indicated.

6. FINANCING PLAN

Without financing, there is no marketing, while it is clear the need to rationalize costs to the maximum, either by limiting available resources or by budgetary, and ethical imperatives.

Thus, the marketing plan should include a careful and detailed budget for all its financial implications.

7. EXPECTED RESULTS

1. Destination Strategic Marketing Plan (SMP)

a. Marketing objectives;

b. Analysis and diagnosis of the *status quo*:

- Identification of Traditional and Potential Markets by tourism product-segment; Cabo Verde positioning in those segments;



- Identification of Current and Potential Competitive Markets; respective actions in Promotion and Marketing and in which markets;
 - Performance indicators (KPI's) to assess the position of the Country Brand – Monitoring and Evaluation System of the marketing actions;
 - c. Sales proposals for the Tourism Products;
 - d. Competitiveness
2. Marketing Operacional Plan (MOP)
- a. Socialized proposal of marketing actions by product / island / market, mix of *offline channels* (fairs, roadshows, fam trips, media, etc ...) and *online*, (*website /blog, social media, influencers, types of content to create, email marketing, metrics* and analysis of targets and impacts,...),
 - b. Identification of sales channels for Cabo Verde's products, on a global level;
 - c. Database of domestic operators that sell respective internal destinations and of those who have potential to do so, as well as of entities and people that generate opinions about the destination of Cabo Verde (media, ambassadors' clubs, tourism magazines, ...);
 - d. Model to reconstruct de distribution channel to traditional markets and traditional operators, in the context of COVID-19 crisis recovery;
 - e. Evaluate models of representation em some traditional markets (Which markets? How?)
 - f. Database of receptive operators in Cabo Verde;
 - g. Calibrated and realistic proposal of the implementation budget of marketing actions.

8. RESULTS AND ASSOCIATED PRODUCTS TO BE DELIVERED BY THE CONSULTANT

These products must be delivered in Portuguese within 120 days after contract signature, and the executive summary of the final product must also be submitted in English:

- **Product 1:** *Inception Report* - Presentation of the work plan with a Gantt Chart, up to 10 days after signing the contract;
- **Product 2:** Diagnosis of Market - Market Research Report, up to 30 days after approval of Product 1
- **Product 3:** Delivery of the Draft of the Strategic Marketing Plan (SMP) - up to 30 days after approval of Product 2;
- **Product 4:** Delivery of the Draft of the Operational Marketing Plan (OMP) – up to 30 days after Product 3 approval;
- **Product 5:** Socialization of SMP and OMP, in a workshop; (1)



- **Product 6:** Delivery of final versions of the SMP and OMP - up to 20 days after approval of product 5/delivery of the workshop.

9. INDICATIVE PAYMENT SCHEDULE

- 10% with the approval of Product 1;
- 20% with the approval of Product 2:
- 40% with the delivery and approval of Products 3 e 4:
- 30% with participation in the Workshop, delivery and approval of the final versions of the SMP and the OMP.

(1) The organization and logistics of the workshop, including the inherent costs are the responsibility of the Instituto do Turismo de Cabo Verde (Cabo Verde Tourism Institute). For this purpose, the Consultant shall articulate with the Institute.



Payments will be made by or on behalf of the Client/UGPE, within maximum period of thirty (30) days after the approval of each Product. To process each payment, the Client needs to receive from the Consultant invoices satisfactory in form and content.

10. Consulting Firm and TEAM

1. Firm Profile:

- The consulting firm must have at least 8 years of experience in the preparation of international tourism marketing studies, covering the following areas of expertise: Tourism, Marketing, Data Analysis, Strategic Planning, Applied Technologies to Tourism Marketing and Communication Planning and Management). It should also have proven experience in developing similar projects for insular economies comparable with Cabo Verde.

2. Team Composition

Team Leader

- Must have at least 8 years of experience in leading marketing studies of tourist destinations and at least a Master degree in Tourist Planning. It is also essential he/she has proven experience in managing similar projects.
- Must demonstrate solid speaking and writing skills in Portuguese and in English.

Other Key Staff

- A professional with minimum academic degree of bachelor in tourism planning and with at least 5 years of experience in preparing strategic plans for tourism.
- A professional with minimum academic degree of bachelor in social-science and with at least 5 years of experience in preparing market research.

3. It is required:

- Documentation proving the qualifications and skills required of individual key staff;
- References of similar assignments undertaken successfully by the firm.

11. Minimum References for CONSULTATION

Preliminary list of documents:

- i. Government's Program of the IX Legislature (2016-2021);



- ii. Strategic Plan for the Development of Tourism in Cape Verde 2010-2013;
- iii. SESA – Environmental and Social Assessment Study of the Tourism Sector in Cabo Verde;
- iv. Grand Options for the Strategic Plan for Sustainable Development of Tourism -2018-2030, briefly called GOPEDS-Turismo;
- v. Tourism Master Plans 2020-2030, of each island of CV;
- vi. Inventories of Cabo Verde's Tourism Resources;
- vii. IPC's Strategic documents -Institute for Cultural Heritage and National Environment Directorate / BioTur (Instituto do Património Cultural e Direção Nacional do Ambiente)

It is the consultant's responsibility to research and examine any other documents considered relevant for the proper implementation of present consultancy. It is as well required from the Consultant to articulate with relevant entities, namely INE-National Institute of Statistics, IPC-Institute for Cultural Heritage, Bio Tur/ National Directorate for Environment, ASA-Airports and Air Safety, ENAPOR-Port Authority, TACV-Cabo Verde Airlines, CTCV- Chamber of Tourism, Associations of Tour Operators, Regional Projects for Tourism, etc..

12. CONSULTANCY TERM

The consultancy must be performed within the period of 4 (four) months from the date of signing the contract.

13. PROPOSAL ASSESSMENT

The bid proposals shall be assessed based on the following criteria:

- a. Technical Proposal - 70%

Weighting Points :

- i. Team quality – 30%
 - ii. Experience in similar work – 40%
 - iii. Country knowledge – 20%
 - iv. Proficiency in Portuguese and English – 10%
- b. Financial Proposal - 30%

14. COMMUNICATIONS

The ownership of the Strategic Marketing Plan (SMP) lies on the Government of Cabo Verde, through the Ministry of Tourism and Transport. During the implementation of the Contract, the MTT is represented by Cabo Verde Tourism Institute, with whom the Consultant can interact directly and to whom the powers are delegated to carry out the technical supervision and validation of the products/assignments. In all communication that is directly related to the implementation of the Contract, the Client/UGPE must always be copied .

15. RESPONSIBILITIES

The responsibilities for the present consultancy are shared by the entities below:

- The contractual focal point of this consultancy is the Special Projects Management Unit (UGPE) / Ministry of Finance of Cabo Verde.
- The technical focal point of this consultancy is the Board of Directors of the Cabo Verde Tourism Institute, representing the Ministry of Tourism and Transport of Cabo Verde, which will choose and indicate its technical support team;
- The Cape Verde Tourism Institute, supported by the entities it deems relevant, is responsible for assessing and validating, from the technical point of view, all products delivered by the Consultant.

16. OTHER RELEVANT CONDITIONS

The Consulting firm must ensure workspaces, equipment and all the necessary logistics for the full performance of the consultancy object of this TOR.