



SOUTH AFRICAN TOURISM

Tender no SAT 162/19: -Marketing and Communications Agency Services

Notes for Pitch Clarification

#	Question	Response
Corporate PR		
1	Discipline 6 is focused on corporate crisis/media, advocacy, issue, media management. Would we be correct in understanding that issue and crisis would apply across Brand/Domestic travellers/International arrivals/Campaigns/Visitor experience/stakeholder and Internal? Or is this contained specifically in the campaign section?	Their understanding of the issue is correct, around crisis and issue management, if any of these arise in Brand/Domestic/International Arrivals/ Campaigns/ Visitor Experience/ Stakeholder and Internal, we need to develop crisis management response methodologies, frameworks and response messaging.
2	Campaigns section - are these corporate PR campaigns or across all campaigns?	There will be corporate PR campaign
3	About us in 2030 is outlined under the section Internal corporate brand - is SA Tourism seeking an internal corporate positioning document or an external positioning or both?	We need to position the overall SA Tourism Brand internally and also to external stakeholders
4	Internal communications - how does SA Tourism currently communicate with employees and global offices?	This is currently done via email, but with the appointment of Internal and Corporate Comms Manager, this will change and can be enhanced when agency is appointed.
5	Annual targets to reach 21m by 2030 - do you have a breakdown of targets for each year between 2020 and 2030?	See agency pitch brief TK Presentation.

6	Does SA Tourism have a playbook, if so please can you share the current playbook.	All assets are loaded on the shared folder.
Brand PR		
1	SANCB - one of the stated objectives for the SANCB is to grow the base from which we currently source bids. What is the current bids base that we are to grow from?	Slide included in the NCB folder.
2	Brand Tracker - How does it get put together, who does it, what's the sample size and universe?	Brand Tracker Study is a SA Tourism study run in 17 Markets - Australia, Brazil, Canada, China, France, Germany, Ghana, India, Italy, Kenya, Netherlands, Nigeria, Switzerland, Tanzania, Uganda, UK and USA We conduct 800 or 400 interviews in the markets in February and November. In some of the priority markets we also conduct a June wave with half the sample. The universe we are looking at is screened for long-haul international travel within the past 5 years, screened for ages between 25-65 and screening for income above a minimum set for each market.
Media Agency		
1	Please clarify why the Domestic Media strategy revert is forming part of the Global Media strategy revert, as a) they are very different strategies, and b) there is a separate Domestic Agency pitch process concurrently underway.	There is one brand strategy and brand campaign which must be executed in all regions.
2	The 'Digital Comms Strat Dec 2018' document is somewhat confusing, as there is a lot of content which pertains to Domestic strategy, especially the KPI's of 'Drive Positivity' and 'Drive Consideration' (which have traditionally been the KPI's for Domestic, not Global). The Global Comm Strat KPI's were always 'Drive Awareness and Positivity'. Please clarify which KPI's the new FY2019.20 strategy will focus on?	There is one brand strategy that will focus on the brand power score. For 2019/20 our KPI's are awareness and positivity. Each initiative should have your own recommended leading indicators to ensure we meet our performance targets.
3	When trying to access the link "CLICK TO ACCESS DETAILS BY COUNTRY AND BUSINESS UNIT" in the 'Digital Channels Snapshot' presentation, the following error is received:	Please try again as we cannot replicate the same error.
4	Please clarify the role of the Global Media budget allocation as it relates to in-country media; will the estimated R300m budget be bought, managed and optimised centrally by the appointed Global Media agency for the sole purpose of promoting South Africa as a business and leisure destination to markets outside of Africa, or is there also an expectation of this budget to fund in-country media buys?	This is the estimated budget for the media portion of the brand campaign.
5	Media: Is it possible to share previous media buying and strategy efforts?	Please refer to the global communication strategy.
Strategy		
1	Internal Corporate Strategy	Thapedi to provide 09 Oct 2019.

	Please can we have the presentation on Project iGnite (internal business restructure) - findings and outcomes.	
2	162/19 Versus 146/19 Could we please have clarity on the SAT 162/19 pitch, how it is different from the Africa 146/19 pitch. The clarity is specific to the word use of Africa, Domestic, Global, International.	This are different pitches for different tenders SAT 146/19 is for the Africa Marketing Agency SAT 147/19 is for the Domestic Marketing Agency SAT 162/19 is for the Global Marketing Agency
3	Strategy Commercials: <ul style="list-style-type: none"> • External costs - at this stage, it may be difficult to accurately reflect external costs for research. Is it sufficient to identify these and identify budgets rather than accurate costs? • Strategy costs will require both a costing sheet and an accompanying proposal - is this acceptable? 	Yes, budget estimates will be fine Yes, that will be accepted.
4	Strategy Brief Questions: <ul style="list-style-type: none"> • Please can we have access to the Positioning strategy for 'Inspiring new ways' • What is the expected revenue target that will be derived from 21 million visitors? What is the current revenue derived from existing visitors? • Is there currently a sponsorship strategy? If so, please may we have access to it • How is the visitor number calculated? Passport entries, visa applications, flights? • Is it possible to identify repeat visitors as groups of travelers? <ul style="list-style-type: none"> • Are there domestic tourism targets? • How is domestic tourism currently measured? • Cost of acquisition - how are these calculated? • 5+5 strategy report - has this been implemented and if so, have results been captured? 	<ul style="list-style-type: none"> • Please see the brand strategy folder on the drive. • The annual revenue targets are calculated every year. • No • Arrivals are collected at ports of entry by Home Affairs and processed by StatsSA. • No Arrivals data does not identify repeaters. For our repeater analysis we use our Departure Survey. Please see our Annual Report for detail on Departure Survey sample and methodology • Yes - please pitch brief documents. Domestic Tourism Survey which is also explained in our Annual Report appendix • Cost of acquisition is our country budget divided by the number of tourists we receive for Holiday purposes from that country • Yes 5-in-5 is operational and the results of the year 2017, 2018 and past quarter of 2019 are the results in the 5-in-5 period
5	Employee engagement: Does SAT currently have an IoT interface/capability within the Analytics and Insights functionality in the Chief Strategy Officer's portfolio? Are you able to share any of the employee engagement culture reports with us as this is	<ul style="list-style-type: none"> • Not currently • Loaded on the shared on the google drive

	internal. We particularly would like to understand if the staff understand the 5in5 strategy?	
6	Research and Tools: - your briefing document states that the budget of R9million pa. covers agency fees and external costs - please would you clarify what the “external costs” may be - i.e. research, studies, brand trackers etc - we are trying to establish what research and or monitoring SAT already pay for (outside of the R9million budget)	<ul style="list-style-type: none"> External costs would be what you might typically incur in the process of developing a strategy. Please work on the basis that although there might be data that SAT may have already, you would probably need to collect other data - either via desk research or original research - in order to build your strategic cases.
Digital Agency		
1	Evaluation Criteria point 2 Please could you clarify what is meant by “dynamic ecosystem activation mindset” ?	<p>Digital strategy and plan with a dynamic eco-system activation mindset on a global and local scale.</p> <p>In other words:</p> <p>The global digital strategy and plan for localisation taking into consideration all channels, platforms, systems and tools. This is always on and requires constant activation and management. A mindset that activates digital as opposed to traditional digital thinking.</p>
2	Evaluation Criteria point 2 Could you please clarify what is meant by “digital response HUB” ?	<p>Creation of a digital response hub: platform owner partnership optimisation.</p> <p>An always on brand response framework/team to support and proactively manage the brand engagement and opportunities with the communities we engage.</p>
3	Evaluation Criteria point 2 What do you mean by “visitor experience touchpoint MANAGEMENT” ?	<p>Identify all digital touchpoints of the visitor experience journey and how to manage each touchpoint.</p> <p>Map the customer journey and the related digital touchpoints and recommend how to manage/enhance the visitors experience from the data provided in the touchpoint and how we can migrate them through the conversion funnel.</p>
4	Evaluation Criteria point 2 Can you share with us your current ways of working and examples of pain points you would like to address in the context of the ask to digitize SAT?	<p>Improve team coordination across business units, regions and team members through the use of technology.</p>
5	Brief document page 4 under STAKEHOLDERS Stakeholder management u 4 tilizing digital tools: <ul style="list-style-type: none"> Data sharing and layering Data-driven tourism strategy advisory Please could you clarify “data layering”?	<p>Stakeholder management utilising digital tools:</p> <ul style="list-style-type: none"> Data sharing and layering Data-driven tourism strategy advisory. <p>Different ways of representing data and layering different data points over one another.</p>
6	Brief document page 8 under Pricing Considerations There is a reference to “Management of all digital assets and online platforms on a 24/7	<ul style="list-style-type: none"> Management of all digital assets and online platforms on a 24/7 basis

	<p>basis” - could you confirm that the word ‘management’ in this context refers to Social Media Community Management, as opposed to backend CMS/data/web-related management?</p>	<p>It refers to all digital content and assets, long form, short form, av etc.</p> <p>And all digital platforms: websites, social media channels, apps etc.</p>
7	<p>Brief document page 8 under Pricing Considerations</p> <p>With regard to managing and curating content across all platforms, please could you:</p> <p>a) stipulate what all these platforms might be, and</p> <p>b) give us information about what tools/systems SAT currently uses to manage same e.g. social listening, analytics, data dashboarding, asset management, publishing, distribution and content creation, and so on...</p> <p>c) how do you currently share collateral with global offices and local and international SAT partners</p>	<p>The current website CMS is Umbraco. Other digital platforms include social media, partnership websites, digital asset library and we use the Google stack for dashboarding data, analytics, tagging etc.</p> <p>All SA Tourism assets are included in an internal assets library which is available to the wider organisation, there is currently no ad management in place.</p>
8	<p>General</p> <p>what technology solutions or tools are you currently using - from content creation tools through to asset management, distribution and publishing</p>	<p>Asset management is handled in an internal asset library which stores, tags and makes available footage, stills, ATL, Print and marketing collateral which is available to the organisation. The distribution and publishing does not yet have ad management system in place. All publishing has been processed through the media buy agency.</p> <p>Please see the digital asset library - http://digitalassets.southafrica.net/</p>
9	<p>General</p> <p>Are you able to share information about existing internal and/or external martech capabilities e.g. do you use AEM and so on...?</p>	<p>Not at this stage and will be fully disclosed with the appointed bidder.</p>
10	<p>Pricing</p> <p>Please could you indicate whether the R70m allocated budget figure for DIGITAL includes VAT?</p>	<p>Yes.</p>
11	<p>We are deep in working on the digital pitch 162/19 and all going well. There’s just one aspect of the brief that we aren’t sure what you mean. In the scoring criteria there is a section with 10% weighting for: “Visitor experience touchpoint management”. We’re not clear on what you mean by this? It’s an important requirement but we can’t get working on this section until we understand what you are asking for here</p>	<p>Identify all digital touchpoints of the visitor experience journey and how to manage each touchpoint.</p> <p>Map the customer journey and the related digital touchpoints and recommend how to manage/enhance the visitors experience from the data provided in the touchpoint and how we can migrate them through the conversion funnel.</p>
12	<p>What is the weighting with regards to effort and output from a presentation perspective, with regards to domestic vs international travel/audiences/eco systems?</p>	<p>The weighting is provided in the evaluation criteria.</p>

13	Are there any current audience segmentation or personas that are being used by SAT?	COG -NSSA and Wanderlusters (Segmentation for USA, UK, France, Germany, Netherlands and Australia) China Segmentation: Jetsetters, Worldly Travellers India Segmentation: Social Explorers, Young Family Adventurers and Seasoned Status Seekers Brazil Segmentation: Mature Couples, Young Professionals, Experienced Travellers, Sophisticated Families. Note: Please see the drive for full segmentation.
14	Is there a consolidated list of current partners and their current partner strategy, approach or activations?	No
15	Is the visitor touchpoint referring to that of SAT once international visitors are here as a companion on their trip?	No
16	What current data do you have available, how clean is it, and where is it stored?	There are multiple data sets and sources.
17	Do you currently utilize the data for marketing communications? If so, what systems are at play?	There are multiple data sets and sources.
18	How are you currently collecting tourist data? (Not aggregated data, but personal data)?	Tourist data is a combination of data from StatsSA and the SA Tourism exit surveys done with travellers upon departure from the country.
19	Is your data currently shared with external partners and how is that data shared? I.e. with airlines on arrivals etc.	Available data includes arrivals, spend, stay length, domestic trips. Please reference the SIA section of the southafrica.net corporate website for more detailed information on data available and data collection methodologies
20	Tourism inbound stats: are there stats available that show breakdown of first-time vs repeat visitors in a year?	This data is tracked but not linked.
21	Is there any visitor survey data available, and what kinds of questions are asked?	Yes, brand tracker is an example of a survey.
22	Is it possible to get access to Google Analytics and Hotjar data?	The link has been shared.
23	Have any persona profiles been created and tested, and are these available?	Share on the Google drive.
B2B Direct Marketing		
1	What sales workflow management platform, if any, does the NCB currently use? (Salesforce / Pipedrive / Freshsales / etc.)	Microsoft Dynamics 365
2	Has the workflow management platform been set up to facilitate the process outlined in point 7 of the 'Bidding Support Programme Process' document?	Yes
3	How many conference organiser details exist on the NCB's current database?	We use the Southern Africa Association for the Conference Industry's (SAACI), Professional Conference Organiser database.
4	Could we be provided with a shortlist of conferences that have been earmarked for bids as a guide?	This information is confidential. Please look at our website for a list of secured conferences.
Creative		
1	Creative Commercials: <ul style="list-style-type: none"> The budget (R80m) does this include or exclude production. 	<ul style="list-style-type: none"> Yes, the budget includes production costs. Please provide a split of your costs over a 12 month

	<ul style="list-style-type: none"> • Are we correct in understanding that the global brand campaign and the domestic campaign is to be costed outside of the retainer as project fees • Will the proposed retainer include maintenance or refreshing of existing creative campaign work (prior to new campaign launch) <p>Creative Brief questions: Please advise on the locations of the worldwide offices and sizes of each of the offices Are there any stats on the most visited sights/activities/destinations/places/attractions in South Africa? Where are people going and what are they doing when they get to South Africa. E.g. V&A Waterfront gets 1.7 mill visitors per month, etc... do we have the same information for other places in South Africa. Any stats SAT has on average spend per traveler split out by country if possible Key competitors - domestic and international Any information on what people are doing when they travel to South Africa (itinerary)</p>	<p>period which will relate to all of the specific requirements in the brief. These costs should include agency fees, internal agency production costs and any external production costs over the 12 month period. Budget INCLUDES VAT.</p> <ul style="list-style-type: none"> • Please see original RFP. • Please see the Annual Report and previous reports • Competitors: • Australia, Kenya, Brazil, India, Thailand, Indonesia, UAE (Dubai), UK, Italy, USA among others
2	<p>We understand the creative ideation and concept deliverables required, but are unclear what the R80m budget pa. needs to cover in terms of production.</p> <ul style="list-style-type: none"> • Please could you provide clarity <ul style="list-style-type: none"> ○ ATL TVC - how many ads per year? ○ ATL TVC - does it include TVC for Local and International market? ○ ATL Radio - SA Only - how many ads per year? ○ ATL OOH - how many campaigns? ○ ATL Print - how many campaigns? ○ BTL Production - does the agency costing need to cover print production costs, if so do you have indication of scope and quantity? <p>Events and Activations - Is client responsible for these and therefore funds for these are not coming from any of the discipline budgets?</p>	<ul style="list-style-type: none"> • May we suggest that you look at the R80 million budget, and our requirements in the brief and tell us how many of each of the below you could produce within that budget taking into account your agency origination fees and external production costs. • Events and activations are handled in a separate budget which is not part of this pitch brief.
GENERAL		
1	<p>Is it possible for us to gain access to the venue where the presentations will be held? We'd very much like to do a technical recce prior to the presentation day. If you could put us in touch with the venue contact we would be happy to facilitate this ourselves.</p>	<p>Yes, this will be arranged with the venue once we have finalised the bookings for the 10/11 October 2019.</p>
2	<p>Leave behinds: How many copies of the presentation do you need us to leave behind? And would you like them electronically, in hard copy, or both?</p>	<p>We will need one original, 4 Copies for the BEC members and one digital copy.</p>
3	<p>Are you able to advise us who the SAT panellists on the day will be? Or how many people will be in the room and their roles, even if you are unable to share names at this point?</p>	<p>Will not be able to share the names and their roles, we have a minimum of 4 Bid Evaluation Committee members.</p>

4	Is there a limit to the number of team members we may have in the room?	No limit
5	<u>General Questions:</u> Is there a Commercials Template or Format to be used to submit our commercial proposal that will ensure like is compared with like? Are the quoted budget figures excluding VAT	<ul style="list-style-type: none"> • No there is no template. We would like you to supply your commercials in your typical agency format relating to the outputs as requested in the briefing document. • All quoted budget figures INCLUDE VAT.
6	Presentation Queries: <ul style="list-style-type: none"> • Please advise on the number of attendees allowed from the agency • As our agency group has been shortlisted for both Strategy and Creative, is it a possibility for our presentations to run concurrently and can these presentations take place on the 14 October (as a few of our management team members will be supporting South Africa at the Rugby World Cup in Japan) • Please advise on the representation from SAT in the pitch presentations (who will be on the panel) • Where will the pitch be held • Please advise if the entire team presenting needs to be allocated to the account for the full 12 months, or can we include a mix of 100% dedicated team members and business leaders who will also be assigned to the account (not 100%) 	<ul style="list-style-type: none"> • No limit • This will run as per SA Tourism's schedule • Four Evaluation members and other SA Tourism representatives ie SCM, Internal Audit etc; • Venue: African Pride, Melrose Arch, 1 Melrose Arch st, Melrose Johannesburg, 2196