



NEGOTIATED REQUEST FOR PROPOSAL ADDENDUM #1

NRFP #DC-2023-CD-10 Brand Love Research and Measurement Framework

Close Date/Time:

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From: CTC Procurement

To: All Vendors

E-mail: procurement@destinationcanada.com

Below are answers to questions submitted in regards to the above noted NRFP as of November 1, 2023.

Q1. Could you let us know why you are reposting this RFP and what the outcome of the previous one was?

Answer 1: In June 2023 Destination Canada (DC) issued a Request for Information to gather information on the feasibility of brand love research and measurement. The purpose of a request for information is to gather information about the marketplace in order to assist in the determination of future purchasing options or requirements therefore, the negotiated request for proposals has been launched in order to be able to proceed with this work.

Q2. Could you let us know what the budget is for this work?

Answer 2: DC does not release its anticipated budget.

Q3. Could you let us know if you are open to an east coast agency to do this work as we have for numerous other clients across the country for similar engagements or do you have a local preference?

Answer 3: As per the NRFP, DC is seeking a proponent who is located in North America.

Q4. Section A - A.2 – Can you confirm the project timeline and the expected completion date to define and measure brand love for Canada?

Answer 4: We anticipate key milestones to be reached in 2024.

Q5. Section C - C.3.A – Are you expecting the respondent to create a new dashboard to track Brand Love, or integrate Brand Love as part of an existing dashboard?

Answer 5: Not necessarily. The preference would be to have data flow to DCs dashboards and Data Collective.

Q6. Section C - C.3.C – Does the project budget include the beta pilot and the roll-out with Team Canada partners?

Answer 6: Yes.

Q7. Section E - E.2.1 – Can you please clarify what you mean by neuromarketing?

Answer 7: Neuromarketing is the application of neuroscience and psychological principles to understand and influence consumer behavior, often through the use of brain imaging and physiological measurements to gain insights into how individuals respond to marketing stimuli. Neuromarketing techniques are used to study the brain to predict consumer behavior.

Q8. Section E – E.2.2 – Can you share with us Destination Canada’s latest consumer journey? The key step/phases in any customer journey work that you’ve done and that you want to serve as inputs into this work?

Answer 8: DC’s consumer journey research is proprietary. It will be shared with the selected proponent upon completion of the NFRP.

Q9. Section E – E.2.3 – Are we looking to measure brand love for Canada as a country or as a tourism destination?

Answer 9: We are looking to measure brand love for Canada as a tourism destination and at a more granular provincial and city tourism level.

Q10. Section E – E.2.4 – What competitors would you be looking to study from a brand love perspective?

Answer 10:

Australia	China	France	Germany	Japan	Mexico	South Korea	United Kingdom
Canada	Australia	Australia	Australia	Australia	Canada	Australia	Australia
France	Canada	Canada	Canada	Canada	Colombia	Canada	Canada
Germany	France	China	China	Finland	France	France	China
Greece	Germany	Iceland	Iceland	France	Germany	Germany	Iceland
Italy	Italy	India	India	Germany	Iceland	Iceland	India
Japan	Netherlands	Japan	Japan	Iceland	Italy	Italy	Japan
Netherlands	New Zealand	Mexico	Mexico	Italy	Japan	Portugal	Mexico
Spain	Spain	Thailand	South Africa	New Zealand	Peru	Spain	New Zealand
United Kingdom	Sweden	United Arab Emirates	Thailand	Spain	Spain	Switzerland	South Africa
United States	Switzerland	United States	United Arab Emirates	Switzerland	United Kingdom	United Kingdom	Thailand
	United Kingdom		United States	United Kingdom	United States	United States	United Arab Emirates
	United States			United States			United States

For the US, we focus on out-of-state travel. The competitive list consists of other American regions, Canada, Europe and Mexico or the Caribbean.

Q11. Section E - E.2.5 – Can you confirm that the segmentation algorithm will be provided and available at the start of the project? What are the Destination Canada traveller segments?

Answer 11: We expect to have the segmentation algorithm and typing tool available by late Q1 2024 and this will be provided to the successful proponent.

Q12. Section E - E.2.5 – Does the brand love study require sufficient sample sizes to cover both the general population and other visitor segments, such as high value(s) guests?

Answer 12: The primary goal is to understand Brand Love among the high value guests. Secondary would be to understand Brand Love among the general population.

Q13. Section E - E.2.7 – Can you expand on what you mean by the maintenance plan?

Answer 13: Data, dashboard updates, possible evolution of the model over time and any other activities to keep the model up to date and functioning.

Q14. Section E – E.2.9 – How frequently will Destination Canada need the data to be updated (quarterly,

semi-annual, annually)?

Answer 14: We would prefer quarterly updates.

Q15. Since there is a desire to measure Brand Love on a regular basis using this framework in the future, it would be helpful if DC could provide guidance on the desired frequency of measurement in the future?

Answer 15: See answer to Q14.

Q16. The measurement of *love* is an emotional measurement. To a certain extent, there is an inverse relationship between the scientific rigour of an emotional measurement framework and approach and the scalability of a measurement framework. The more scientific the approach, the less scalable it is. Can DC provide guidance to vendors on where along the spectrum it wants to implement a brand love framework? Please provide guidance for both the pilot as well as the on-going approach.

Answer 16: See answer to Q17.

Q17. What is the appetite for utilizing qualitative research as input into the framework? What about quantitative research as input into the framework? What is the burden of proof needed for key stakeholders within the organization in terms of primary research and/or academic studies?

Answer 17: We are open to a multi-modal approach provided the methodologies are appropriate for the stage of research and/or questions to be answered.

Q18. You've identified ten key geographic leisure source markets: Australia, Canada, China, France, Germany, Japan, Mexico, South Korea, United Kingdom and the United States, are you envisioning conducting research in all ten markets? Are there priority markets or regions within the ten identified that you would like to focus on?

Answer 18: Yes, we would like an approach that covers all 10 of these markets. The highest priority markets are Canada, United Kingdom and the United States.

Q19. While we are going to provide an approach that best suits your needs, it is always helpful for us to understand any potential guardrails to work within – do you have a budget in mind for this work?

Answer 19: See response to Q1.

Q20. A.2: Contract Term: Section A.2. mentions the contract period to be up to three (3) year period, however, the scope of work describes activities for one (1) year, starting March 2024 and ending March 2025. Can you please elaborate on expectations after the initial one-year period?

Answer 20: Once the framework has been launched with Team Canada, the additional years would be for ongoing data collection and updates/maintenance of the model.

Q21. C.1: Background: What information do you currently collect about travellers to Canada and Canadian travellers? Can that information be shared?

Answer 21: Destination Canada conducts extensive research on travellers to Canada. Please see <https://www.destinationcanada.com/en/research> for publicly available information. Further details will be shared with the selected vendor upon completion of the NRRP.

Q22. C.1: Background: What segmentations or methodologies are being used today and why do you feel they are not working?

Answer 22: We are in the process of updating our audience segmentation, formerly known as Explorer Quotient, to reflect the evolution of our industry, travellers' values and motivations, and the marketing technologies available to DC. We expect to have a segmentation algorithm and typing tool available by late Q1 2024.

Q23. C.1: Background: Can you elaborate on how the Brand Love Framework will be activated. (i.e.: paid/earned/owned campaigns, etc.)?

Answer 23: The Brand Love framework will be activated through the traveller journey. This can include 360 marketing campaigns incorporating paid, owned, and earned channels.

Q24. C.3.A: Sections C.2 and C.3 (A) mention the need to understand why people love Canada nationally and regionally and that the framework could be scaled to national as well as regional destinations. Will the contractor be expected to provide any specific deliverable at the DMO/regional level, or will all deliverables be at the national level?

Answer 24: See answer to Q9.

Q25. C.3.A: Does Destination Canada have a predefined list of its competitors that make-up its competitive sets? What information do you currently have on your competitors?

Answer 25: See answer to Q10.

Q26. C.3.A: Can Destination Canada provide the current on-going traveller research that would be integrated with this approach?

Answer 26: This research will be shared with the successful proponent. See answer to Q21 for existing traveller research.

Q27. C.3.A: Language requirements: Does Destination Canada require all deliverables in French and English or just the dashboards to be in both languages?

Answer 27: No, we would like the dashboard to be available in both English and French, and to present or conduct training sessions with DC and/or Team Canada in both languages. DC can support with translation.

Q28. C.3.A: What platform should the dashboard be developed in? (i.e.: DOMO, PowerBI, Tableau, etc.).

Answer 28: Our current platform is DOMO. DC will provide brand and style guide.

Q29. C.3.A: Is Destination Canada expecting an integration between the Brand Love Measurement Framework and the Marketing Measurement Framework currently being established? If yes, can you elaborate on the interconnection?

Answer 29: The interconnection to the Measurement Framework dashboard will be a data flow against key brand results.

Q30. C.3.B: “Stakeholders involved” – what will be the nature of stakeholder engagement? Individual interviews, group meetings, etc.?

Answer 30: This is to be determined in collaboration with the successful proponent, DC and key provincial partners in order to successfully deliver against this project.

Q31. C.4: How often are the data and insights expected to be refreshed (e.g., annually, just-in-time)? Who would be responsible for maintenance of the dashboard and data?

Answer 31: The proponent would be responsible for maintenance. See response to Q14 for frequency.

Q32. C.9: Section C.9 mentions that the contractor should communicate in French; do you require all team members to speak French or only some?

Answer 32: Only those who may be presenting or conducting training sessions with DC and/or Team Canada.

Q33. C.9: Is the expectation that all data acquisition and manipulation be done in Destination Canada's Google Cloud Platform (GCP)?

Answer 33: Data needs to be ingested, and managed into DC's Google Cloud Platform-based data and analytics platform. We can ingest data using our SFTP server, or utilize well-documented RESTful API's. We accept CSV, JSON or XML formats.

Q34. C.9: Is there a preferred visualization tool(s) Destination Canada expects to be used, is there an opportunity for the vendor to recommend the platform?

Answer 34: See response to Q28.

Q35. C.9: Is the activity of new data acquisition within the scope of this initiative? If so, will Destination Canada be leading this activity?

Answer 35: Yes, new data acquisition is within scope of this initiative. We expect the proponent to lead this activity.

Q36. C.9: Will Destination Canada provision a space within their Google Cloud Platform (GCP) environment and cover the related cloud costs for data engineering tasks done by the vendor?

Answer 36: Yes. DC will provide a secure project space for production and non-production work for the vendor. GitHub access will also be provided so the vendor can check-in and deploy code from one environment to another.

Q37. E.2.1: How will Destination Canada evaluate the Contractor's competency for neuromarketing?

Answer 37: By the information included in the proponent's response to E.2.1 and further should the proponent be invited to present to DC.

Q38. We understand training users are required for this project. Does this include the training of any data and dashboard development team at DC or just end-users (i.e., marketing teams)?

Answer 38: The training requirement extends to both the data and dashboard development team as well as the end-users, such as the marketing teams. The success of the project hinges on ensuring that all relevant stakeholders are well-equipped and knowledgeable about the system and its functionalities.

Q39. Will Destination Canada be providing translation services? Should the vendor be required to do so, is the expectations that Destination Canada will provide final QA and terminology alignment with the Destination Canada brand?

Answer 39: The platform used to present insights should be available in both official languages. Data translation can be supported by AI. DC can support with translation services, including QA and terminology alignment.

Q40. Project context: Beyond the deliverables outlined in the NFRP, how would you define success of this engagement? Are there key metrics you are aiming to move (e.g., # of travel bookings to Canada, increase in spend per traveler, etc.)?

Answer 40: There are two key areas that DC watches: 1) year-round revenue (attributable revenue and occupancy rates) so that tourism in Canada reaches capacity year-round and that our guests by default identify with our brand so that they 2) recommend Canada (word of mouth).

Q41. Project context: What roadblocks do you anticipate when rolling out the new measurement framework?

Answer 41: This work represents a new approach to brand measurement. As such, we anticipate the primary roadblock to be adoption by internal and external stakeholders.

Q42. Project context: Should the engagement consider all tourism, including Canadian, or is the focus on international tourism?

Answer 42: All tourism including Canadian (Domestic).

Q43. Inputs required to build the measurement framework: What constitutes your existing “traditional brand equity measurement processes,” and will it need to be integrated into the destination brand love work?

Answer 43: DC currently subscribes to a syndicated data service which provides survey-based responses to questions about Canada as a tourism brand. These do not need to be integrated into this brand love work.

Q44. Inputs required to build the measurement framework: What key brand attributes or performance indicators do you measure today?

Answer 44: See Q40

Q45. Inputs required to build the measurement framework: Which existing initiatives (e.g., Indigenous tourism), if any, should we consider in our brand measurement framework?

Answer 45: The key initiatives we take to market are DC’s and partners’ brand values and promises. We will watch and measure brand health and brand love in association with those.

Q46. Consumer journey: How do you think about the consumer journey today? Is there an existing framework you use to outline the full journey – before, during and after travel to Canada?

Answer 46: Our consumer journey encompasses the end-to-end journey of our guests. We consider the stages of the journey that matter the most, how guests interact along the journey and where we have a role to play. Please refer to Q8 for information on how the journey will be shared with the successful vendor.

Q47. Consumer journey: What are the moments of the journey you have most control on? No control on?

Answer 47: Please refer to Q8.

Q48. Deliverables: Would you like us to include recommendations on improvements to the traveler journey as part of our deliverables?

Answer 48: DC would be open to recommendations only if they are related to the brand love workstream.

Q49. Deliverables: Do you have preferred data visualization tools or platforms that connect seamlessly with Google Cloud Analytics Platform and that already meet your privacy and security requirements?

Answer 49: DC currently uses DOMO.

Q50. Deliverables: Do you have a preference for periodic vs continuous sampling as it relates to ongoing measurement?

Answer 50: No preference.

Q51. Deliverables: Do you have a preferred fieldwork partner or would you like your partner to make a recommendation?

Answer 51: DC has no preferred fieldwork partner and is open to recommendations.

Q52. Project logistics: Are there any key milestones throughout the 12-month period that we should we keep in mind as we explore timing for this engagement?

Answer 52: DC expects the proponent to propose the milestones as part of their response, which would then be refined between DC and the successful proponent.

Q53. Project logistics: What key stakeholder groups do you expect to be involved throughout the process? What is the proposed engagement structure to facilitate optimal consensus-building and final decisions?

Answer 53: See Q30.

Q54. You mention you want to know how to measure brand love in a way that currently does not exist. What does Destination Canada feel is the biggest thing missing from the current and traditional approach to measuring brand love and brand equity?

Answer 54: We see that the emotional connection to brand is not captured in our brand health/equity measures and that brand love will close this gap. More specifically, our hypothesis is that brand love will enable us to draw the connection to why guests find our brand distinctive and why they identify with our brand over other travel brands.

Q55. A range of different definitions/frameworks exist for defining and scoping brand love—is there a definition or scope that Destination Canada adheres to?

Answer 55: Brand love is defined in the NRFP as “Destination brand love is an emotional bond characterized by self-identification and attachment towards a destination. It is empirically proven that brand love positively impacts tourism destinations, both on emotions and consequently, behaviour.” DC looks for the proponent to further define and scope brand love within this context.

Q56. Are there any destinations/tourism entities who are doing work in brand love that your team admires?

Answer 56: No.

Q57. Do you currently distinguish between love of a particular destination (i.e. Banff) and love of Canada as a whole?

Answer 57: We currently recognize and appreciate the differences and interconnectedness between destinations (e.g. Banff) and Canada as a whole.

Q58. Which groups are Destination Canada’s top traveller targets/audiences?

Answer 58: High Value Guests (HVGs): More than just high yield travellers, High Value(s) Guests stay longer, come often, spend more, and leave destinations better than they found them. And critically, they recommend Canada for leisure travel and hosting events. Price always plays a role, but it’s not as important to HVGs. These travellers respect people, communities and the land. HVGs want to feel inspired by their surroundings, to know more about the history of the place they’re staying, and the stories of the people around them. They want to get out and experience things that are exciting and life-enriching. They want to try the local dishes and immerse themselves in the local customs. In many ways, they want to feel like they’re one of the locals. For these travellers, extraordinary experiences are priceless.

Q59. When thinking about a bespoke way to measure brand love, are there any “must haves” for Destination Canada in the equation?

Answer 59: See Mandatory Criteria (Section D) of the NRFP.

Q60. How are you currently measuring success? Has “brand love” or anything similar ever been a KPI?

Answer 60: We do not have a KPI for brand love. We have traditional brand equity measures provided by a syndicated data service which supplies survey-based responses to questions about Canada as a tourism brand. These do not need to be integrated into this brand love work. See Q40 answer for more details on how we measure success.

Q61. Do proponents need to be on the Destination Canada supplier roster in order to be qualified to submit and be awarded the work?

Answer 61: No, this is a competitive process independent of any current companies on a roster with DC.

Q62. Is there a need to develop the framework for both leisure and business travel, or just leisure?

Answer 62: Ideally, the framework would encompass both our leisure and business events spheres of activity.

Q63. Can you clarify the timing and plan for building and rolling out the framework – How does that fit within the contract term and timelines? Is the expectation that after the beta test in market (with one DMO) during year one, the full roll out with other markets will take place over the following two years, as part of the initial 3-year contract period?

Answer 63: DC expects the proponent to propose the timeline and milestones which would then be refined with the successful proponent, however, we are seeking the beta testing, at minimum, to occur in year one (1) with full roll out to Team Canada during year two (2) along with any refinements and data maintenance/refreshes; year three (3) could see additional Team Canada partners join as well as the data maintenance/refreshes.

Q64. Re: ongoing process / collecting data during the customer journey (C4, D1.5) – Please clarify:

- a. if this is referring to during the research process to inform the framework and/or the following measurement process (on-going brand love tracking), or both;
- b. by “during the consumer journey” – does this mean during actual trips that travellers are taking (and which parts of the journey)?

Answer 64 a: Both.

Answer 64 b: The consumer journey is end-to-end: pre-travel, during, and post-travel.

Q65. Could you elaborate on the methods previously used to assess brand love, as well as the data linked to these assessments? (C1)

Answer 65: See answers to Q60 and Q40.

Q66. What are the main countries whose brand love currently compares to that of Canada? How do you determine which countries are your key competitors in terms of brand love? Does this stem from shared values and culture, or is it more about consumer perception? (C1)

Answer 66: Please see Q10. Many factors contribute to identification of competitors, including travel trends and similarities in values.

Q67. Could you specify what you mean by “dashboards”? Would you like to have real-time access to the research data during its collection, or would you rather view results through dashboards displaying various perspectives (for example, ranking among key competitors and detailed analysis by province, customer segmentation, etc.)? (C3)

Answer 67: A dashboard is a self-serve report where insights are consolidated for end users. The focus should be on delivering insights, based on the frequency provided in the answer to question 14.

Q68. Does this suggest that we should be using DC's preferred software for brand love analysis, or are they strictly for data storage?

Answer 68: DC's preferred software should be used for data storage; the analyses can be conducted on the vendor's software.

Q69. If so, can we keep our storage tools in-house during the analysis? If we were to keep our own internal storage tools during the brand love analysis, they would be secure and accessible exclusively to team members involved in the project. (C3)

Answer 69: Yes this is acceptable.

Q70. Is it necessary to prepare a quote for both a 12-month period and a three-year term?

Answer 70: DC would like a fixed cost for the project from project build to completion, this includes beta testing, training and roll out to Team Canada and any other costs that would apply in year one (1). Beyond year one (1) pricing should be for maintenance and hourly pricing for ad-hoc or consulting services in relation to this project.

Q71. To reach future, potential and existing travellers at all stages (before, during and after a trip), we have considered various recruitment tools and techniques. Do you possess databases of individuals that can be used to reach segments linked to brand love (for example, through partnerships with airports, travel agencies, etc.)

Answer 71: DC could potentially provide access to partners with databases of individuals.

Q72. C.3A mentions "measures brand love throughout the consumer journey." What do you consider to be the main steps of the journey that are critical to get a readable base size on? Have you conducted prior research on the customer journey and identifying key emotional inflection points or is that something you are looking for this research to cover? Are you able to trigger email invitations to respondents who are in the middle of their journey using your Google Cloud Analytics Platform? If so, what is the estimated volume of email invites that can be sent by journey stage?

Answer 72: See answers to Q8, Q23 and Q46.

Q73. C.3A mentions "could segment our understanding of brand love by traveler type." Are the traveler types pre-defined (e.g., family travel, couples travel, business travel, etc.)? If so, can we get an idea of the number and incidence rate for the segments? Or are you looking for this study to create a segmentation of the traveler market based on emotional needs and love for Canada?

Answer 73: See answer to Q22.

Q74. C.3A lists "has customizable data extraction" as a requirement. Can you provide more information on the scope and capabilities desired for the customizable data extraction? Is this intended to be a secure data repository / download center or are custom crosstabbing and reporting capabilities needed?

Answer 74: DC will require the ability to cut or filter the data for different and evolving looks at the target traveller. This can be done through software and data access which enables custom cross-tabbing and data filtering. Preference is for DC to onboard the raw data for internal processing.

Q75. C.3A lists "has dashboards" as a requirement. Can you provide more information on the scope and capabilities desired for the dashboard? Is the main objective of this to act as an executive dashboard of the on-going brand love tracking once the measurement framework has been established? What are the main use cases for the dashboard?

Answer 75: Insights from the framework leads to business decisions that improve our competitiveness. Dashboards should deliver insights on brand love at the national and regional level, during the consumer journey, and on how we stack up in the competitive set.

Q76. C.3C mentions that testing will be initially done with Destination Canada and then rolled out to a beta pilot with one Team Canada partner and then ten DMO partners. Should the scope and pricing of this proposal focus primarily on the initial Destination Canada phase of research or should it encompass all three phases of the roll-out? When it is rolled out to the DMO partners, will the scope of the study be expanded to include their regional brands and customized competitive set or will they just be accessing the Destination Canada country level data?

Answer 76: The pricing should include all phases and tasks required.

Q77. Can you provide a vision of the rollout and education for DMO partners? Does this include a single set of documentation or ongoing training and support?

Answer 77: This would involve an in-person rollout at a Destination Canada event and/or a virtually recorded session, along with supportive documentation. Ongoing support would only be to Destination Canada, not the DMO partners.

Q78. Is on-going tracking within the scope of the proposal or will the brand love tracking be merged into an existing brand tracker?

Answer 78: Ongoing brand love tracking will be a new capability. Merging would depend on the solution brought forward.

Q79. Can you provide any travel type definitions that you are currently using (i.e. long-haul vs. short haul). Are you open to visitors in which Canada is one (or more) stops on a multi-country itinerary?

Answer 79: This would be for an international guest, not a domestic, and yes visitors who are on a multi-country itinerary we would be open to.

Q80. If qualitative research is conducted, Is there any preference for online vs. in-person?

Answer 80: No preference.