SOUTH AFRICAN TOURISM

ADDENDUM

BID NUMBER:	**TENDER NUMBER: SAT 352/26**
BID DESCRIPTION:	**GLOBAL BRAND EXPERIENTIAL, INCLUDING MANAGEMENT AND PRODUCTION FOR 36 MONTHS**

Addendum Q&A – Tender SAT 352/26: Global Brand Experiential, Including Management and Production

CLOSING DATE AND CLARIFICATIONS: Tender SAT 352/26 closes on 9 November 2026 at 12:00 (South African time). Submissions must be uploaded to the correct tender on the e-procurement portal; late submissions and submissions by other means will not be accepted. This Addendum is published on the SAT website on 29 October 2026. It prevails over the oral briefing, but it does not amend Parts A, B or C unless it expressly says so (Part A, clause 4.5.9).

No.	Questions	Answers
1	What business challenge is SAT seeking to address through activations?	Activations are an ongoing requirement within SAT's marketing mix, supporting its properties and planned activities domestically and globally. The briefing did not identify a specific data-led business challenge or provide historical performance figures.
2	Is the requirement driven by declining attendance, and what engagement or attendance outcome is expected?	The briefing did not provide attendance data or indicate any decline. SAT expects every activation to be well attended. Bidders must demonstrate in their methodology and implementation plan how they will plan and drive attendance (Part C, Phase 2B, criterion 2).
3	If a bidder forms a JV after the briefing, what name should it use where only the original company appears on the attendance register?	The JV may use the name of the member that attended, with "JV" added. At least one member of the JV must appear on the attendance register (Part A, section 7(a)). The signed JV undertaking must identify all parties and the lead bidder (Part C, Phase 1).
4	Are Parts A, B and C returnable, including the evaluation page-reference table?	Yes. The briefing stated that Parts A, B and C are returnable documents. Bidders must complete and sign the applicable Standard Bidding Documents in Part A and return Part C with page references directing the evaluators to the supporting evidence in the proposal. Part B must also be completed, including the bidder name and CSD number on its cover page.
5	Must the submission be compiled as one indexed document?	One document with a clear index is acceptable. The system also allows separate documents or a ZIP folder. The bidder may choose the structure, provided that the location of every required document and item of evidence is clear and easy to navigate. All files must be submitted through the correct e-procurement tender link.
6	Should the completed costing be returned in PDF or Excel, and how should the three-year prices be reflected in Part A?	Yes, Bidders should complete the costing provided in the tender document and submit a final PDF. No Excel version is provided for this tender. The Year 1, Year 2 and Year 3 amounts must also be summarised in the corresponding pricing section of Part A (Annexure C). The costing table is in Part B, section 7.
7	Do firm prices apply to Year 1, with CPI-related escalation for Years 2 and 3?	Yes. No Year 1 escalation is to be factored in. Bidders must state the proposed escalation percentages for Years 2 and 3 in the relevant pricing fields. The tendered percentages will be carried into contracting and may not be changed at that stage.

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No.	Questions	Answers
8	For this project-based appointment, should bidders complete the prescribed management-fee pricing exercise rather than substitute their own pricing model?	Bidders must fully complete the prescribed costing table for evaluation purposes. For each stated event threshold, show the management fee percentage and the total fee in ZAR, calculated on the highest value in that threshold and inclusive of VAT. The same percentage may be used across thresholds, or different percentages may be proposed. The tendered management fee percentages and Year 2 and Year 3 escalation percentages will carry into contracting and may not be revised at contracting. Actual project values will depend on the briefs issued. Retainer fees are not payable. An incomplete table, or pricing that is not tax-inclusive or omits the annual escalation, will lead to disqualification of the pricing proposal or disadvantage the bid.
9	How does this tender relate to the integrated marketing agency (IMC) panel, which also includes brand activation?	The IMC tender is a risk-mitigation measure that would allow SAT to obtain support if an appointed specialist agency could no longer be used. In normal circumstances, activation briefs would go to the appointed activations agency, while the IMC would work against its own briefs. The inclusion of the activation in the IMC also goes to the integrated component of the tender.
10	Does the budgeting exercise require an agency execution approach and a management fee against the stated event cost?	Yes. The management fee is a percentage of the net procurement value of the project (Part B, section 7).
11	Must a separate budget exercise be provided for every example event listed in the scope?	Complete the Part B, section 7 costing table for every event threshold. No separate costing template is provided for each example event in the scope.
12	Are case studies required for South African work and for work executed abroad?	Yes. Bidders must provide two international/global activation case studies for work executed outside the African continent, and two case studies for activations executed within South Africa as outlined under the evaluation criteria. Work must not be older than six years (2021–2026), and each criterion requires two signed client reference letters with contact details (Part C, Phase 2A, Criteria 1 and 2).
13	May a JV use case studies from both its international and South African partner companies?	Yes, a joint venture may showcase case studies from both participating companies, covering the required international and South African experience.
14	Must the activations agency collaborate with SAT's other appointed agencies for event-related social media and digital content?	The appointed agency is responsible for delivering the activation from start to finish, including any social media, digital presence and content required by the event brief. The briefing stated that the agency is not necessarily obliged to use another agency contracted by SAT. The appointed agency must ensure that the full activation scope is delivered.

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No.	Questions	Answers
15	Can an Executive Creative Director, Chief Creative Officer or another equivalent title be proposed for a required key-resource role?	Equivalent company titles may be used, provided that the submission explicitly maps the nominated person to the role required in the tender. An Executive Creative Director was expressly accepted as an example. Clearly identify the Creative Director, Project/Account Director and Events Strategy Director/Producer, using the exact required role labels in the tender document. The relevant experience of each nominated resource must be demonstrated individually; experience is not averaged across the team. One person may not be proposed for more than one role (Part C, Phase 2A).
16	What is the difference between the creative vision and the big idea in the pitch requirements?	SAT indicated that the creative vision would naturally be expressed within the big idea and that the two would overlap. No separate formal definition, annual brand-plan requirement or communications-framework requirement was confirmed. Bidders should make the strategy, creative vision and big idea identifiable in the pitch. Part C, Phase 2B, criterion 1 assesses them together.
17	If I failed to attend the compulsory briefing session because I was not aware that it was compulsory, what are the consequences?	The bid will be disqualified. Attendance at the briefing session is a mandatory requirement: Part A, section 7(a) (compulsory briefing session); Part B, cover page (Compulsory Briefing Session, 23 October 2026, 12h00 to 14h00); and Part C, Phase 1 (bidders who did not attend will be disqualified). This was also stated at the start of the session. Lack of awareness is not a valid reason. No reason for non-attendance will justify acceptance of the bid. Attendance is verified against the Teams attendance report and portal registration (Part A, section 7(b)), and watching the recording does not count as attendance (Part A, section 7(d)).

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BIDDER'S ACKNOWLEDGEMENT AND DECLARATION

I/We, the undersigned, being duly authorised to act on behalf of the bidder named below, hereby declare and acknowledge that:

1. the bidder attended the compulsory briefing session for Tender SAT 352/26 held on 23 October 2026 and completed the attendance register;
2. the bidder has read and understood all the questions and answers in this Q&A Addendum and acknowledges the closing date of 9 November 2026 at 12:00 (South African time);
3. this Q&A Addendum forms part of the bid documents for Tender SAT 352/26 and provides clarification of Parts A, B and C of the tender documents; and
4. the bidder accepts the contents of this Q&A Addendum and has taken it into account in preparing its bid.

This signed Q&A Addendum should be submitted as part of the bid.

Bidder's company name	
Name of bidder's representative	
Designation / capacity	
Email address	
Signature	
Date	