SOUTH AFRICAN TOURISM

Part B: - SCOPE OF WORK FOR SAT TENDER NUMBER 366/26 – 360 INTEGRATED MARKETING AND COMMUNICATION AGENCY FOR NORT AMERICA

Bid Description	
360 INTEGRATED MARKETING AND COMMUNICATION AGENCY FOR NORTH AMERICA	
Bidder Name:	
Tender Number:	SAT Tender Number 366/26
Closing Time:	12h00 (USA EST time)
Closing Date:	14 December 2026 **(No late submission will be accepted)**
Briefing Session:	N/A
Contact Person	Boitumelo Dibetle
Bid Submission Link	https://e-procurement.southafrica.net Should bidders encounter any issues, queries must be directed in writing to tenders@southafrica.net **No tenders transmitted by telegram, hand delivery telex, facsimile, e-mail, or similar apparatus will be considered**
Contact Person	**Boitumelo Dibetle**
Email Address	**tenders@southafrica.net**

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC), AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF THE CONTRACT

1. CLOSING DATE

The closing date for submitting proposals is ***14 December 2026 at 12:00 PM (USA EST time)*** *No* late submissions will be accepted.

2. TENDER SUBMISSION LINK

2.1. TENDER SUBMISSION LINK

South African Tourism have developed and implemented an online e-procurement Portal, enabling bidders to respond to procurement opportunities as and when they are issued by South African Tourism.

The portal is the official portal for South African Tourism, which ensures an open, transparent, and competitive environment for any person participating in the procurement processes.

The portal enables a bidder to register as a supplier on the system to RSVP to tender briefings, and to submit tender responses on the portal.

The Portal's URL (***https://e-procurement.southafrica.net***) is compatible with Google Chrome, Microsoft Edge, Internet Explorer, FireFox, and Safari. Interested bidders should, with immediate effect, consider registering and submitting their bid proposals on the portal, which has specifically been developed and implemented for this purpose.

The supplier user manual can be viewed and downloaded on South African Tourism's website at https://www.southafrica.net/gl/en/corporate/page/tenders.

All bidders should, therefore, take note that the physical drop-offs and courier of bid responses to South African Tourism's physical address are no longer permitted.

Prospective tenderers must periodically review both *http://www.southafrica.net/gl/en/corporate/page/tenders* and *https://e-procurement.southafrica.net* for updated information or amendments about this tender before due dates.

Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

2.2. Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires, and specifications in all respects, may invalidate the tender.

2.3. Tenders must be completed in black ink where mechanical devices, e.g., typewriters or printers, are not used.

2.4. Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

3. CONTACT AND COMMUNICATION

3.1. A nominated official of the bidder(s) can make enquiries in writing to the specified person, Boitumelo Dibetle , via email at tenders@southafrica.net. Bidder(s) must reduce all telephonic enquiries to writing and send to the above email address.

3.2. Bidders are to communicate any technical inquiries through the nominated official in writing no later than 24 November *2026*.

All responses will be published by 27 November 2026 on the following links:

https://www.southafrica.net/gl/en/corporate/page/tenders.

3.3. VALIDITY PERIOD

The tender proposal must remain valid for at least five (5) months after the tender due date. All contributions/prices indicated in the proposal and other recurrent costs must remain firm for the contract period.

3.4. DURATION OF THE CONTRACT

South African Tourism intends to enter into a thirty-six (36) month contract and service level agreement with the successful bidders who form part of the panel of service providers. The individual contracts will also be subject to a periodic performance evaluation on agreed terms and conditions with each successful bidder unless the parties agree otherwise.

4. DETAILED SCOPE OF WORK

4.1 Business case

South African Tourism (SAT) North America requires an integrated marketing and communications agency capable of delivering strategic, creative, media, public relations, digital, trade, and experiential marketing solutions across the United States and Canada.

For purposes of this RFP, 360° marketing means the development and execution of an integrated marketing idea that is rooted in consumer insight and strategy and translated into a clear creative platform.

The creative idea should then be consistently brought to life across the relevant paid, owned, earned and partner channels, including but not limited to advertising, digital, social, content, public relations, influencer and creator marketing, strategic partnerships, trade marketing and consumer activations.

For the purposes of this RFP, **trade marketing** refers to activity directed towards the travel distribution and industry ecosystem that influences, facilitates, packages, promotes or sells travel to South Africa. This may include travel advisors and agencies, tour operators and wholesalers, online travel agencies and travel platforms, airlines, destination management companies, consortia and travel associations, travel trade media, corporate travel and MICE stakeholders, and other relevant distribution or industry partners.

The 360° approach should connect relevant touchpoints across the customer journey, from awareness and inspiration through consideration, planning and conversion, where applicable, with clear objectives, defined KPIs and a measurement framework.

A 360° approach does not require every channel, discipline or touchpoint to be used in every project. The agency is expected to recommend the most relevant and effective combination of disciplines, channels and partners based on the business objective, target audience, market, customer journey, campaign strategy, available budget and expected outcomes.

The agency must demonstrate how the different elements of the marketing mix will work together as an integrated campaign rather than as standalone activities, and how insights and performance data will inform optimization across the campaign.

The appointed agency will operate under a **project-based engagement model**. SAT will not appoint the agency on a traditional fixed monthly retainer basis. Instead, individual projects will be commissioned by SAT from time to time in response to approved business priorities, campaign implementation plan requirements, market opportunities, and available budgets.

Appointment to the agreement does not constitute a commitment by SAT to commission a minimum volume or value of work.

Projects may be standalone or integrated across multiple disciplines, depending on the approved project objectives, audience, customer journey, market requirements and budget. Where multiple disciplines are commissioned, the agency will be expected to demonstrate how they will operate as part of an integrated / 360° approach rather than as standalone activities.

The scope of potential services includes, but is not limited to:

- Strategy: Audience, campaign, communications, and activation strategy; market and audience insights; objectives; optimization and measurement frameworks.
- Creative: Development, localization, and production of creative assets for the North

American market, including implementation and localization of global SAT toolkits and assets where required.

- Digital: Digital campaign development, content, amplification, optimization, and digital experiences.
- Dissemination and Delivery: Deployment of and distribution of approved content and campaigns through SAT's global platform tools and other approved platforms where required.
- Brand PR and Experiential Marketing: Development and execution of consumer and trade PR, brand experiences, events, activations, partnerships, and related amplification.
- Media planning and buying: Media strategy, planning, buying, optimization, trafficking coordination, and performance reporting across relevant paid media channels.
- Social and Digital PR: Social strategy, content, community engagement, influencer/ digital PR opportunities, social listening, digital amplification, and reputation management.
- Public Relations and Communications: Consumer, trade, corporate, and destination PR, including proactive media relations, media hosting, and communications support.
- Trade Marketing and Representation: Trade engagement, B2B and B2B2C campaigns, trade training, trade events, trade partnerships, and sales conversion initiatives.
- Measurement and Reporting: Measurement analytics, attribution where feasible, optimization, and reporting across relevant, paid, earned, owned, earned, and partner channels.

The agency must demonstrate its ability to use data, market intelligence, audience insights, and performance analytics to inform strategic and creative decisions and to optimize campaign performance.

4.1.1 Project-Based Commissioning

SAT will commission individual projects through an approved Project Brief/ Statement of Work (SOW), to be followed by an approved Purchase Order (PO).

Each project brief will define:

- Business objective and desired outcome
- Target audience and market(s)
- Scope and deliverables
- Creative requirements
- Key milestones and delivery dates
- Roles and responsibilities of SAT and the agency
- Measurement framework and KPIs
- Required reporting and proof of execution (POE)
- Approved budget
- Third-party production costs, where applicable
- Approval and acceptance requirements

The agency shall provide a project proposal and detailed cost estimate in response to each project brief.

No project work, third-party commitment, or expenditure may commence without SAT's written approval followed by delivery of a Purchase Order (PO).

Projects may be commissioned independently or may combine multiple agency capabilities. SAT reserves the right to commission only those services required for a specific project.

4.1.2 Integration with SAT Global Infrastructure

The agency will work in close collaboration with the relevant SAT North America and Head Office teams, and other SAT-appointed agency partners to ensure:

- Alignment with SAT's global brand strategy, positioning, and guidelines
- Consistent application of global brand assets, toolkits, and messaging
- Central ownership and appropriate storage of all approved assets, data, research, reporting, and project documentation
- Compliance with SAT's reporting, procurement, brand, data, and governance requirements
- Appropriate transfer of knowledge, assets, and project records to SAT at project completion

The agency must demonstrate how it will collaborate with other SAT-appointed agencies to avoid duplication, conflicting messaging, or fragmented consumer and trade experiences.

4.2 Operating Environment & Agency Requirements

4.2.1 North America Market Context

SAT's primary business challenge in North America is to sustain and increase South Africa's market share in terms of visitor arrivals and visitor spend from the region.

The North American market presents a range of opportunities and challenges that the appointed agency must consider when developing and executing projects for SAT.

- Media narratives and destination perceptions around safety and security
- Geopolitical and diplomatic developments that may influence perceptions of South Africa
- Levels of destination awareness and understanding
- Perceptions of value and affordability
- Airlift, connectivity, accessibility
- The geographic distance between North America and South Africa
- Competitive pressure from other long-haul and international destinations
- Other emerging market, economic, social or cultural factors thar may influence travel demand

The agency is expected to demonstrate an understanding of these market dynamics and to develop evidence-based solutions that address relevant barriers while strengthening South Africa's appeal and competitive position.

The agency should not treat these challenges solely as communications issues. Where appropriate, the agency is expected to identify opportunities to work with SAT, trave trade, airlines, media, and other relevant stakeholders to address barriers, build confidence, and support conversion.

4.2.2 Geographic Scope

The scope of services covers two priority North American markets:

- United States of America
- Canada

The agency must demonstrate its ability to develop and execute projects that are appropriately localized for each market while maintaining consistency with SAT's overall North America and global brand strategy.

Where relevant, the agency should identify differences in consumer behavior, media consumption, travel trade dynamics, cultural considerations, and market opportunities between the United States and Canada and reflect these differences in its recommendations and execution.

4.2.3 Agency Capability Requirements

The appointed agency must demonstrate the following capabilities that can be integrated into a coherent 360° marketing approach, with the appropriate combination of disciplines selected according to the objectives, audience, market, customer journey and requirements of each commissioned project:

- Proven experience in integrated marketing and communications strategy
- Consumer and trade marketing expertise
- Multi-disciplinary concept and creative development
- Public relations and communications
- Digital and social marketing
- Media planning and buying
- Experiential and activation capabilities
- Trade marketing and engagement
- Strong analytical and measurement capabilities
- The ability to integrate multiple disciplines into a single, coherent project solution.

The bidder must have a physical presence/ address and be actively operating in the United States. This is a mandatory eligibility requirement.

Bidders whose principal agency operations are located outside the United States will not be considered, even where the bidder has an affiliate, network partner, alliance or other third-party partner operating in the United States. The bidder itself must have an established physical and operational presence in the United States.

Preference will be given to bidders with an established operating presence in the New York City region, reflecting the location of the SAT North America Hub Office.

The bidder must also demonstrate an established and effective capability to service the Canadian market. This capability may be provided through the bidder's own Canadian operations or through an established affiliate, alliance, network or strategic partner in Canada. Where services in Canada will be delivered through an affiliate, alliance, network or strategic partner, the bidder must clearly identify the relationship, the partner's location, relevant expertise and capabilities, scope of services, roles and responsibilities, previous collaboration with the bidder where applicable, and the proposed governance and accountability arrangements.

The agency must provide one senior, accountable client lead for the North America region, suppo, accountable client lead for the North America region, supported by the appropriate specialist and market resources required for individual projects across the United States and Canada.

The agency must demonstrate a track record of delivering high-quality integrated marketing and communications work, including creative and digital work, and provide relevant case studies demonstrating integrated execution and measurable results.

4.3 Target Audiences

SAT North America targets travelers rather than tourists. The target audience views travel as an important part of their lifestyle and seeks opportunities to explore, discover, connect, and enrich their lives through travel.

They are generally curious, adventurous, and open to new experiences. They seek to move beyond the familiar and are motivated by opportunities to discover authentic, distinctive, and high-quality experiences.

The agency should use audience insight to develop a nuanced understanding of the motivations, behaviors, needs, and barriers of North American travelers and translate these insights into relevant communications, content, and experiences.

The target ecosystem includes both Business-to-Consumer (B2C) and Business-to-Business (B2B) audiences.

4.3.1 Consumer Audiences

Consumer audiences may include:

- Prospective first-time visitors to South Africa
- Previous visitors and repeat travelers
- Leisure travelers
- Affluent and higher-value travelers
- Adventure and experience-seeking travelers
- Travelers seeking authentic cultural and local experiences
- Responsible and sustainability-conscious travelers

SAT's recent USA Market Segmentation Study provides additional audience insights that bidders should consider when developing their approach. Relevant segments include:

- Cultural Connoisseurs, Experiential Trailblazers, and Modern Memory Makers, all point to a traveler who wants more from a trip than simply visiting a place. They are looking for experiences, discovery, connection, and memories.
- Value for money is also becoming more important. This does not mean travelers are only looking for the lowest price. They are willing to spend when they can see the value in the experience and feel confident that the trip will deliver.
- Planning is becoming more digital. Travelers are using search, reviews, social media, AI tools, and travel advisors at different stages of the process. The USA Market Segmentation Study also shows that trusted information, reviews, digital presence, and ease of planning can influence whether interest turns into a booking.

The agency must recognize that consumer audiences may differ in terms of travel motivations, booking behavior, planning horizons, media consumption, destination knowledge, and reliance on travel advisors, online travel platforms, social media, and peer recommendations.

The agency should identify and prioritize audience segments based on the specific objectives of each commissioned project.

4.3.2 **Trade Audiences**

Trade audiences include the organizations and individuals that influence, facilitate, package, promote or sell travel to South Africa.

These may include:

- Travel advisors and travel agencies
- Tour operators and wholesalers
- Online travel agencies and travel platforms
- Airlines and aviation partners
- Destination management companies
- Consortia and travel associations
- Travel trade media
- Product and service providers
- Corporate travel organizations
- MICE and incentive specialists
- Other relevant industry stakeholders

The agency must demonstrate the ability to develop B2B and B2B2C communications that are relevant to the specific role and influence of each trade audience. Where relevant, trade activity should be integrated with consumer-facing activity to create appropriate B2B and B2B2C connections across the travel distribution ecosystem. The agency should demonstrate how trade partners and distribution channels can support the broader campaign journey from destination awareness and inspiration through consideration, planning and conversion.

4.3.3 **MICE & Corporate**

In North America, SAT seeks to strengthen the South Africa destination brand within the incentive travel and business events market.

The appointed agency may be commissioned to develop and execute marketing, communications, PR, content, experiential, and partnership initiatives that support this objective.

The agency may also be required to support opportunities identified by the South African National Convention Bureau (NCB) to attract conferences, conventions, meetings, and events to South Africa that can contribute to increased international arrivals and visitor spend.

Depending on the requirements of an individual project, this may include:

- MICE and incentive marketing strategies
- Engagement relevant corporate, association, incentive house, meeting planner audiences
- B2B and B2B2C campaigns
- MICE media and PR opportunities
- Strategic Partnerships
- Industry events and networking
- Content and communications materials supporting NCB Business development
- Lead generation and conversion initiatives where applicable

MICE and corporate initiatives will be commissioned on a project-by-project basis and will be subject to an approved Project Brief/SOW, budget and Purchase Order in accordance with Section 4.1.1.

4.4 **Strategy & Insights**

The appointed agency will be required to develop strategic marketing and communications solutions that will translate SAT's global brand strategy and North America business priorities into relevant, locally appropriate and measurable projects. The agency's strategic approach should establish the foundation for the 360° marketing approach by connecting consumer and/or trade insight to the business objective, audience strategy, strategic proposition, creative platform, channel and touchpoint strategy, and measurement framework.

The agency must demonstrate a strong understanding of the North American travel market and the ability to use consumer, trade, cultural, media, competitive and market insights to inform strategic recommendations and campaign development.

Depending on the requirements of a commissioned project, the agency may be required to:

- Develop campaign and communications strategies aligned to SAT's objectives
- Develop an integrated / 360° campaign framework that connects insight, strategy, creative platform, audience journey, relevant channel and discipline selection, partnerships and measurement
- Define and prioritize relevant consumer, trade and/or MICE audiences
- Develop audience insights, propositions, messaging, and channel strategies
- Identify opportunities to differentiate South Africa from competing destinations
- Address relevant barriers to travel, including perceptions around safety and security, value, affordability, accessibility and distance
- Develop strategies that move audiences from awareness and inspiration through consideration, planning and conversion
- Identify and prioritize the relevant combination of media, PR, digital, trade, experiential and partnership opportunities required to deliver the integrated campaign
- Develop B2B and B2B2C approaches that connect consumer demand with the travel trade
- Identify opportunities to leverage airlines, travel trade, commercial partners and other third parties
- Establish appropriate objectives, KPIs and measurement approaches
- Provide recommendations for optimization and application of learnings to future projects.

The agency must demonstrate how it uses data, insights, and market intelligence to move from insight to strategy, strategy to creative, and creative to measurable outcomes.

Where requested by SAT, the agency may also be required to develop a strategic roadmap or recommended project pipeline for the North America market. Such a roadmap will inform future project commissioning but will not constitute a commitment by SAT to commission or fund the identified initiatives.

All strategic work will be undertaken against an approved Project Brief/SOW and will be subject to SAT's applicable approval and governance processes.

4.5 **Creative & Content**

The agency will be responsible for developing creative solutions that bring SAT's global brand strategy to life in the North American market.

Where an integrated / 360° campaign is commissioned, the agency must demonstrate how the creative platform can be consistently and appropriately translated across the relevant campaign touchpoints, channels, audiences and markets while maintaining a coherent brand experience.

Depending on the requirements of each commissioned project, this may include:

- Localization and adaptation of global SAT toolkits and assets
- Develop creative platforms and campaign ideas that can be consistently translated and activated across the relevant elements of the integrated / 360° marketing mix
- Development of long- and short-form content
- Copywriting, design and visual development
- Digital-first creative development
- Production management across relevant formats and channels
- Application of SAT brand guidelines and global brand assets
- Identification of innovative and cost-effective production approaches
- Adaptation of creative for the United States and Canada based on relevant market and audience insights.

The agency must demonstrate the ability to determine when global assets should be used as provided, localized or adapted, versus when new creative development is required.

Creative work must be suitable for the relevant channel and audience and should consider the full consumer and trade journey from inspiration through consideration and conversion.

All creative development will be undertaken against an approved Project Brief/SOW and will be subject to SAT's applicable brand and approval processes.

4.6 **Dissemination & Digital Delivery**

The agency may be required to deploy and distribute approved campaigns and content across relevant paid, owned and shared channels.

SAT's current global platform tools include paid search, social media advertising and programmatic media. Additional tools may be introduced by SAT during the term of the agreement.

Where SAT does not provide an appropriate platform or tool for a commissioned project, the agency may be required to provide or procure the necessary capability, subject to SAT's prior approval.

Depending on the project, services may include:

- Campaign deployment and distribution
- Digital amplification
- Paid social and paid search
- Programmatic activity
- Digital content distribution
- Platform and channel optimization
- Social listening
- Digital performance monitoring
- Other relevant digital distribution and amplification services

The agency must ensure that all activity is implemented in accordance with SAT's approved platforms, brand standards, data requirements, and governance processes.

4.7 Brand PR & Experiential Marketing

The agency may be commissioned to develop and execute integrated PR, brand experience and experiential marketing projects designed to strengthen South Africa's profile, engagement, and consideration in North America.

Where commissioned as part of an integrated / 360° campaign, PR and experiential activity should be developed as connected components of the broader campaign idea and creative platform, with appropriate links to media, digital, social, content, partnerships, trade and other relevant touchpoints.

Depending on the project, services may include:

- Development and execution of consumer and trade PR campaigns
- Development of brand experiences and activations
- Concept development and production of experiential initiatives
- Event and activation planning and project management
- Identification and development of travel and non-travel partnerships
- Integration of PR opportunities into brand experiences and activations
- Media networking events, roundtables, and other media engagement initiatives
- Media hosting and press trip support in accordance with SAT policies
- Sourcing of photographers, videographers, facilitators, and other specialist resources where required
- Campaign and activation amplification across relevant channels
- Identification of opportunities to generate earned media and third-party endorsement
- Measurement and reporting of activity and outcomes

The agency must demonstrate the ability to develop integrated experiences that connect online and offline activity and generate measurable value for SAT.

Where activations involve third-party partners, the agency will be responsible for identifying, evaluating, negotiating, and managing the relevant opportunity, subject to SAT approval and procurement requirements.

4.8 Trade Marketing & Trade-Facing PR

The agency may be commissioned to develop and execute trade marketing and trade-facing PR initiatives designed to increase destination knowledge, engagement, advocacy, and conversion among North American travel trade audiences.

Depending on the project, services may include:

- Integration of relevant trade activity with consumer-facing campaigns, partnerships, content, media and other campaign touchpoints to support B2B and B2B2C objectives
- Trade extensions of consumer-facing campaigns
- Trade media relations and PR
- Trade events, networking and workshops
- Trade training and destination education

- Trade seminars, webinars and other learning initiatives
- Trade content and toolkits
- Joint marketing and co-operative campaigns with trade partners
- Trade-focused media buying
- Trade partnerships and promotional opportunities
- Deal-driven campaigns and other conversion initiatives
- Trade media hosting and familiarization opportunities
- Identification and engagement of relevant trade partners
- Post-event and campaign reporting
- Measurement of trade engagement and conversion outcomes

The agency must demonstrate an understanding of the North American travel trade value chain and the ability to tailor activity to different trade audiences and their respective roles in the travel purchase journey, while integrating relevant trade activity with the broader 360° campaign where appropriate.

4.9 **Media Planning & Buying**

The agency may be commissioned to provide media strategy, planning, buying and optimization across relevant paid media channels.

Depending on the project, services may include:

- Media strategy development
- Audience and channel planning
- Media planning and buying
- Development of detailed media plans and schedules
- Evaluation and recommendation of appropriate media channels
- Negotiation of media rates, value-adds and partnership opportunities
- Campaign implementation and trafficking coordination
- Campaign optimization
- Performance monitoring and reporting
- Identification of opportunities for media and PR integration
- Analysis of competitor media activity and relevant market benchmarks
- Collaboration with other SAT-appointed agencies and partners where required

Media activity must be aligned to the approved project strategy, target audience, objectives, budget, and measurement framework. Where media forms part of an integrated / 360° campaign, the agency must demonstrate how media will work in conjunction with creative, content, PR, social, experiential, partnerships and trade activity, as appropriate, rather than operating as a standalone channel.

4.10 **Reputation Management & Crisis Communications**

The agency may be required to support SAT in protecting and strengthening the reputation of South Africa as a travel destination in North America.

Depending on the requirements of a commissioned project, services may include:

- Development and implementation of positive destination messaging
- Proactive media engagement and reputation-building initiatives
- Identification and management of reputational risks
- Development and implementation of crisis communications plans
- Media monitoring and issue identification
- Provision of communications counsel during emerging issues or crises
- Identification and facilitation of opportunities for SAT spokespersons to participate in relevant media interviews
- Stakeholder mapping and engagement
- Identification of opportunities requiring senior stakeholder or government engagement, with recommendations to SAT
- Support for SAT officials during relevant business trips or market engagements

The agency must have the ability to provide timely strategic counsel and communications support in response to emerging reputational issues.

Any legal or regulatory advice required in relation to a specific activity must be referred to appropriately qualified legal counsel. The agency may be required to identify relevant legal or regulatory considerations and flag potential issues to SAT.

4.11 **Social & Digital PR**

The agency may be commissioned to develop and execute social and digital PR activity in support of SAT's broader marketing and communications objectives. WWhere social and digital PR activity forms part of an integrated / 360° campaign, the agency should demonstrate how content, creators, earned media, paid amplification, community engagement and other relevant touchpoints will work together to extend the campaign idea and customer journey.

Depending on the project, services may include:

- Social and digital strategy
- Concept development and ideation
- Digital campaign creative
- Digital content development and production
- Editorial planning and content development
- Community management
- Social listening and sentiment monitoring
- Digital amplification
- Influencer and creator opportunities
- Digital media and PR engagement
- Identification of earned media opportunities within digital activity
- Optimization of digital brand experiences and activations
- Crisis and issue management across social and digital channels
- Competitor and benchmark analysis
- Measurement and reporting

Where ongoing community management or social account management is required, this will be separately defined and priced within the relevant Project Brief/SOW.

4.12 **Trade Representation**

Where commissioned by SAT, the agency may be required to provide trade representation and market engagement services in support of SAT's North America trade objectives.

Trade representation may operate as a standalone project or as an integrated component of a broader 360° campaign. Where integrated, the agency should demonstrate how trade engagement connects with consumer demand generation, campaign content, partnerships, media, B2B/B2B2C activity and conversion opportunities.

These services may include:

- Development and implementation of trade and distribution channel marketing strategies
- Development of an annual or project-specific trade activity calendar
- Development and maintenance of an in-market trade database in accordance with applicable data protection and governance requirements
- Market analysis covering outbound travel, competitor destinations, travel trade dynamics, booking channels and emerging travel trends
- Trade sales calls and engagement on behalf of SAT
- Support for trade exhibitions, events and activations
- Trade familiarization trips and associated logistics
- Support for the selection and qualification of hosted buyers
- Trade training, workshops, webinars and networking
- Identification and management of trade and non-traditional partnerships
- Engagement with airlines, product representatives, trade associations, OTAs, travel aggregators and other relevant stakeholders
- B2B and B2B2C campaigns designed to support destination promotion and sales
- Development and distribution of trade newsletters and other communications
- Development of traditional and digital trade toolkits
- Trade-specific content and promotional materials
- Storage and distribution of SAT collateral where required
- Reporting on trade activity and outcomes

All trade representation activity will be commissioned and priced on a project basis in accordance with Section 4.1.1.

4.13 **Measurement & Reporting**

Measurement and reporting requirements will be defined for each commissioned project based on its objectives, scope, and approved KPIs.

For integrated / 360° campaigns, the measurement approach should assess the contribution and performance of relevant campaign touchpoints and disciplines against the overall campaign objectives and customer journey. The agency should demonstrate how performance data and insights across channels can be used to inform optimization of the integrated campaign rather than assessing individual channels only in isolation.

The agency will be expected to provide, as applicable:

- Project communication and consultancy
- Project and workflow management
- Regular written project updates
- Performance monitoring and optimization recommendations
- Measurement across relevant paid, earned, owned and shared channels
- ROI and/or value measurement where appropriate
- Proof of execution (POE)
- Campaign and project reports
- Media and PR coverage reporting
- Trade engagement and conversion reporting
- Competitor and market performance analysis where relevant
- Final project reports documenting results, learnings and recommendations

The agency must demonstrate a structured approach to campaign measurement, including:

- A measurement framework linking campaign objectives to success metrics and KPIs across relevant stages of the marketing funnel, including awareness, consideration and conversion, where applicable.
- A methodology for establishing benchmarks and targets and aligning campaign performance metrics with underlying business objectives.
- The use of appropriate reporting tools, dashboards and analytics platforms to capture, visualize and interpret campaign performance data.
- A defined approach to translating performance data into insights and actionable recommendations.
- A defined performance tracking and optimization process, including the frequency of performance reviews and decision-making across daily, weekly and/or monthly cycles, as appropriate to the project.
- Reporting that can provide both country-level and multi-country views for the United States and Canada, where relevant to the project.
- An approach to incorporating relevant market, cultural and media-consumption nuances into performance analysis and insight development.
- Clear reporting governance, including responsibility for review, optimization and approval of recommendations.

Where SAT requires broader reporting across multiple projects, the agency will provide information and data in the format and timelines specified by SAT.

At the conclusion of each project, the agency must ensure that relevant assets, data, reporting, contacts, documentation and learnings are transferred to SAT in an agreed format.

4.14 **Regional Operations**

The North America Hub Office is based in New York City, USA.

The appointed agency must demonstrate the capability to operate across both the United States and Canada and to support projects in either or both markets as required.

The agency must have the capability to:

- Develop and execute projects across both markets
- Provide appropriate local market expertise
- Coordinate resources across the United States and Canada
- Provide a single accountable North America client lead
- Attend meetings at SAT's New York office when reasonably required

Where physical attendance is specifically required for a commissioned project or meeting, associated

travel costs must be agreed in advance and included in the applicable project budget.

The agency is expected to provide efficient planning, execution, monitoring, and reporting for all commissioned projects.

4.15 Intelligence & Information Usage

SAT operates in a dynamic travel and communications environment in which consumer attitudes, travel behaviors, media consumption, competitive activity, and market conditions can change rapidly.

The agency must demonstrate the ability to monitor relevant developments and use available information to inform SAT's marketing and communications activity.

Depending on the requirements of a project, this may include:

- Consumer and travel behavior
- Market and destination trends
- Competitive activity
- Media and social trends
- Travel trade intelligence
- Airlift and connectivity developments
- Emerging cultural and societal trends
- Campaign and performance data

The agency should identify relevant insights and implications for SAT and contribute these to SAT's broader market intelligence and planning processes. Insights generated through market intelligence, audience data, campaign performance and other relevant sources should be used to inform the integrated marketing strategy, creative platform, channel selection and ongoing optimization.

4.16 Agency Response Requirements

Proposals must clearly demonstrate the bidder's understanding of SAT's requirements and its ability to deliver the services described in this RFP.

Bidders should provide information under the following areas:

A. Agency Overview
Agency overview, size and structure
Ownership and relationship with any parent company, subsidiaries or affiliates
Geographic footprint, including USA and Canada capabilities
Relevant agency partnerships or networks
Confirmation of physical presence and active operations in the United States
Location(s) of the bidder’s U.S. operations, including whether the bidder has an established operating presence in the New York City region
Details of the bidder’s established capability to service Canada, including any Canadian affiliate, alliance, network or strategic partner

B. Relevant Capabilities and Experience
Relevant destination marketing experience
Consumer and trade marketing experience
Integrated/ 360° campaign experience
Creative, digital, media and PR capabilities
MICE and incentive experience, where applicable
Experience working across multiple markets
Competitive advantages and differentiators
Experience conceptualizing, localizing and executing integrated marketing campaigns across multiple markets
Experience integrating distinct marketing mix elements, including digital, brand/experiential, media, PR, content, social and/or trade, as relevant to the scope of work

C. Proposed Approach
Demonstrate your understanding of SAT's North America business challenges and opportunities without simply repeating the RFP
Explain how the agency will develop and execute an integrated / 360° approach, including how strategy, creative, media, digital, social, PR, experiential, trade, partnerships and other relevant disciplines will be connected around a common campaign idea and customer journey
Explain how you will integrate different disciplines and agency capabilities

Explain how you will work with SAT North America Hub and other SAT-appointed agencies
Identify any value-added capabilities or services you believe would benefit SAT

D. Proposed Team
Provide an organizational chart and identify the proposed North America lead
Identify key personnel and their relevant experience
Define roles and responsibilities
Provide a summary table listing all proposed core team members assigned to deliver the scope of work, including each team member's name, clearly defined role, and mapping of that role to the specific function(s) they will fulfil under Part B of the RFP.
Provide a one-page summarized CV for each proposed core team member. Each CV must include:

- Full name, job title and role in the project
- Relevant qualifications per role in the project
- Years of professional experience in the relevant marketing functional area
- Areas of specialization, such as digital, media buying, PR, strategy, creative, experiential, trade, analytics or other relevant disciplines
- Current and/or previous clients/accounts serviced

Identify any affiliate, network or third-party resources that will be used
Explain how continuity and quality of resources will be maintained

E. Project Management
Explain your proposed project management approach
Demonstrate how projects will be scoped, costed, approved, and delivered
Provide an example project workflow
Explain how timelines, budgets, quality and approvals will be managed
Explain how performance will be monitored and corrective actions implemented
Explain the agency's account management and governance process across functions, including project planning, coordination, escalation, reporting and performance revie
Describe the measures in place to ensure continuity of service in the event of staff turnover
Identify the tools and systems used for client interaction, project management, campaign updates, reporting and collaboration
Provide details of the agency ecosystem supporting Canada, including relevant partners/affiliates, their location, scope of support within the marketing mix, and previous collaboration with the bidder where applicable
Bidders should also demonstrate the back-of-house workflow used to coordinate the lead agency, specialist resources and Canadian partners/affiliates where applicable

Bidders must provide:

- Indicative resource rate cards
- Pricing methodology for project-based services
- Any applicable management fees, mark-ups or commissions
- Third-party cost management approach
- Production and other pass-through cost treatment
- Any applicable minimum project fees
- Any other commercial assumptions or exclusions

SAT may request bidders to provide illustrative pricing for selected project scenarios included in this RFP.

4.17 **Agency Credentials**

Bidders must provide two (2) different case studies implemented within the past five (5) years. One (1) of the two case studies must be for an international Destination Marketing Organization (DMO). Each case study must be relevant to the scope of work in Part B of this RFP.

The bidder must submit a written, contactable reference letter on the client's letterhead for each case study submitted.

The two case studies must:

- Be executed within the past five (5) years;
- Be from different clients and different sectors, demonstrating diversity of expertise; and
- Each highlight distinct marketing mix elements and demonstrate how those elements were incorporated to deliver an integrated campaign execution.

Each case study must be a **maximum of 25 pages/slides** and must clearly address the following required elements:

- Business challenge and campaign objective

- SMART Key Performance Indicators (KPIs)/targets and success criteria
- The localized solution implemented, including a brief outline of the approach, audience targeting and segmentation, marketing element selection, and proof of execution clearly showcasing distinct marketing mix elements
- Quantitative performance results, including results against the stated KPIs and an explanation of lessons learned, campaign adaptations and market impact

Case studies should demonstrate the bidder's ability to conceptualize, localize and execute integrated marketing campaigns, including the integration of relevant marketing mix elements such as digital, brand/experiential, media, PR, content, social and/or trade, as applicable.

Case studies should also demonstrate the bidder's ability to leverage third parties, distribution channels, specialist capabilities and/or market partners where relevant.

The case studies should provide sufficient evidence to allow SAT to assess the bidder's experience and capability against the scope of work in Part B.

4.18 **Pricing & Commercial Model**

SAT intends to appoint the successful agency under a project-based commercial model.

There will be no guaranteed monthly retainer or minimum volume of work under the agreement.

Individual projects will be commissioned through an approved Project Brief/SOW and Purchase Order in accordance with Section 4.1.1.

Bidders must clearly explain their proposed project-based pricing methodology and identify all costs that may apply, including:

- Agency fees
- Resource costs and applicable rate cards
- Strategy and creative fees
- Production costs
- Paid Media/ advertising-related fees or commissions
- Third-party supplier costs
- Travel and accommodation costs, where applicable
- Technology, platform or tool costs
- Management or administrative fees
- Applicable mark-ups or commissions
- Any other costs or assumptions

For purposes of demonstrating the bidder's costing approach, the bidder must use one (1) of the two (2) submitted case studies as the basis for demonstrating how a campaign/project budget was allocated.

The bidder must provide:

- A one-page line budget linked to project activities and deliverables
- A justification of the project budget approach
- A transparent fee structure clearly distinguishing agency fees from third-party costs incurred on the project

Bidders must clearly distinguish between agency fees and third-party/pass-through costs.

SAT reserves the right to commission projects independently and is under no obligation to commission the full range of services described in this RFP.

No project or third-party expenditure may commence without SAT's prior written approval and the issuance of a Purchase Order.

Where project requirements change after approval, any resulting change in scope, deliverables, timeline or cost must be agreed in writing by SAT before implementation.

The bidder should provide sufficient pricing transparency to enable SAT to compare proposals on a like-for-like basis and to manage individual project budgets throughout the term of the agreement.