

TERMS OF REFERENCE FOR INDIA MARKET DESTINATION REPRESENTATIVE (LEISURE)

1.0 BACKGROUND

The Government of Uganda received credit from the World Bank towards implementation of the Competitiveness and Enterprise Development Project (CEDP). The Project Development Objective (PDO) is to improve the competitiveness of enterprises in Uganda through supporting reforms in priority productive and service sectors geared towards a better investment climate with particular focus on MSMEs. Government is scaling up the existing operations through provision of Additional Financing (AF). The AF is intended to complete the implementation of the Land and Tourism components while consolidating and enhancing the achievements realized as well as scaling up activities under these components. CEDP-AF will be implemented by eight MDAs. The overall coordination of the Project will lie with the Private Sector Foundation Uganda (PSFU) through a Project Coordination Unit (PCU).

Uganda Tourism Board (UTB) is one of the project implementing agencies. The Tourism sector is being supported under the project to promote Uganda's Tourism Products and Services in key source markets and emerging markets, including India among others. Government is seeking services of an experienced Market Destination Representative Firm to provide strategic marketing, sales representation, and public relations services in India in order to popularize Uganda's existing and new tourism products and services in this market segment, in order to increase their visibility and attract more tourists from this market.

2.0 OBJECTIVES OF THE CONSULTING ASSIGNMENT

The overall objective of the assignment is to leverage Uganda as a prime tourism travel destination by providing strategic marketing, sales representation and public relations services in India with a target of fulfilling the Uganda Tourism Board (UTB)'s core objectives stated below:

1. To increase tourist arrivals from India, length of stay in the country and overall spend.
2. To build relationships with Key Indian travel trade to partner on sales initiatives and include Uganda on their itineraries.
3. To raise awareness of the destination among target markets and through the media through networking, lobbying and advocacy at policy and public platforms.
4. Portray clear and consistent messaging and brand identity for Uganda.
5. Increase bookings of local DMCs, hotels and lodges that are not receiving market-share from India through delivery of a comprehensive training program so that they may best take advantage of the opportunity for new guests from the source market.
6. Form partnerships with key tour operators and coordinating joint trade promotional activities to enhance Uganda Tourism's position in India.

3.0 SCOPE OF WORK

The Market Destination Representative Firm shall undertake the assignment for covering the following key areas;

3.1 Task 1: Inception

The initial studies, and critical review of available data aimed at collecting information which will form the study basis. The results of the preparatory studies shall partly be presented in the Inception Report, forming a basis for detailed reports.

The inception report will demonstrate a clear and complete understanding of the objectives of the assignment, the scope and tasks, and the methodological approach to be followed; provide a review of the current situation, identify gaps / needs and possible improvements; describe key tasks, proposed methodology, activity schedule, deployment of consultant staff, reporting and review procedures and schedule, and deliverables, amongst others. Clarity and agreement at the Inception Phase is critical to paving the way for effectively and productively advancing the work of the assignment. Hence, considerable attention will be given to the successful completion of this phase.

The inception and conception planning report including a quality assurance plan shall be submitted within two weeks of commencement of the assignment. The report shall outline the Consultant's mobilization, the work plan, strategy, methodology and timetable for the services. The quality assurance plan shall include the following:-

- a) A quality policy statement setting out the objectives of the plan;
- b) The personnel who will implement the plan, their responsibilities and authority;

Key Deliverable for Task 1 is the Inception Report.

3.2 Task 2: Marketing Strategy and Action Plan (Sales and Marketing)

1. Appointing a designated experienced Full Time Account Manager who shall be responsible for managing and implementing all sales and marketing activities on behalf of UTB in the selected source markets thus positioning Uganda as a leading brand in the market place and increasing overall tourism arrivals, average length of stay and spend;
2. Acting as UTB's point of contact within the territory for all marketing related services and maintaining existing high-level relationships and contacts with members of the travel Trade in that market.
3. MDR to maintain database of all tour operators that sell Africa and track all Ugandan arrivals and sales figures on a semi-annual basis and include analysis of data.
4. The Full Time Account Manager will be supported by at least two dedicated, experienced staff members who will work together to:
5. Develop and implement a fully integrated robust marketing plan to serve as a roadmap to achieve the agreed upon goal of a minimum of 20% year over year growth in arrivals and Ugandan tourism product development offerings. The plan to include clear objectives and measurable tactics with ROI. The plan must include growth opportunities for all sectors- luxury, budget, religious, education, etc. Measurable tactics include, but not limited to:
 - a) Relationship and innovative co-op marketing with top thirty travel trade partners in the source market (Tour operators and Agency Consortia).
 - b) Two-way product development initiatives between source market travel trade and local stakeholders.
 - c) MDR must meet with a minimum of ten tour operators and/or travel agencies through face to face, in-person meetings to represent UTB's interests in a quarter.

- d) Conducting Trade awareness campaigns including activities such as organizing and implementing co-op programs, workshops, seminars, events, familiarization tours to Uganda for approved participants, trade missions, etc.
- e) MDR must have a presence for UTB at leading trade shows to promote their presence in the India Source Market.
- f) Participating in events with both co-op partners (trade and non-endemic) and local stakeholders. These events include, but not limited to: promotions, road shows, marketing missions, media events, and third party sponsored events and consumer travel shows.
- g) B2B and Direct to Consumer Marketing Programs (Uganda Brand Specific and Co-op), Mediums to include, but not limited to, print, broadcasting and electronic media, joint tourism-product advertising with major tour operator partners. All campaigns optimally timed to co-exist with the research and booking periods.
- h) Conducting digital and social media campaigns including activities such as promotions, webinars, online events, etc. in the source market.
- i) Work closely with the staff at the Embassy/Consulate of Uganda in India and to align and support all sales and marketing activities.
- j) Creativity and integration are necessary for Uganda to stand out among the competition.
- k) The firm will prepare and submit for the Client's review and clearance a draft Marketing Strategy and Action Plan to be discussed at a Stakeholder's workshop.
- l) The Stakeholder's workshop will be held after the Client's review of the draft Marketing Strategy and Action Plan. The Consultant will prepare and submit to the Client a workshop report reflecting the stakeholder's comments and recommendations. The firm will prepare and submit a Final Marketing Strategy and Action Plan incorporating the stakeholder workshop comments.
- m) After approval, the firm will use the marketing strategy and action plan to direct its scope or work in the African market.

Key Deliverable for Task 2 is the Final Marketing Strategy and Action Plan

3.3 Task 3: In-Market Product Development and Stakeholder Support Services.

- a) Map Uganda's tourism value chain as it relates to the India Source Market, identify linkages between tourism and other sectors, with an understanding of source market visitors' preferences and develop strategies to get the most out of the existing tourism assets and creating new assets.
- b) Conduct on-going training seminars, small group and individual training programs for the Ugandan private sector to better understand the India Market. Track the growth and new product developed among all stakeholders.
- c) Handling all enquiries, complaints and requests and managing the data received, including tracking, and promptly advising UTB of any customer complaints or other problems the MDR becomes aware of with respect to UTB's business interests.
- d) Monitoring marketing activities in India undertaken by destinations in Uganda Tourism's competitive set (Kenya, Tanzania and Rwanda) and advising UTB of campaign details to counter.

- e) Permitting the MDR's address and office to be used as the contact address for UTB within the market;
- f) Receiving and issuing of mail on behalf of UTB from the MDR's premises referring to the MDR's address as the designated address;
- g) Provision of all amenities and facilities necessary for the proper performance of the Services within the Territory;
- h) Provision of a dedicated telephone number designated solely for UTB, to be answered as instructed by UTB, and which shall be manned during business hours Mondays to Fridays, excluding national or public holidays as required by UTB;
- i) Procuring and facilitating the procurement of goods and services in the Territory in compliance with applicable UTB guidelines on procurement and Ugandan Procurement laws and regulations.
- j) Receipt, storage, distribution and control of promotional materials and collateral within the Territory on behalf of UTB.

3.4 Task 4: Research, Insights, Training and Development

- k) Analyzing, identifying, recommending strategic approaches and reporting, on a quarterly basis, trends and unsystematic changes in the UTB tourist visitor profile and potential new market segments based on developments in the origin/source markets) and in UTB product. This timely information will be shared among UTB staff, partners and private industry stakeholders.
- l) MDR Full Time Account Manager shall be available for calls with stakeholders should they have any questions or require information on the source market. The Account Manager shall also visit Uganda quarterly (at a minimum) for meetings with all appropriate parties.

3.5 Task 5: Public Relations

- a) Appointing a Public Relations Manager who shall be responsible for media activity on behalf of UTB in the selected market and support the sales and marketing activities in section one through the following work plan:
- b) Concept and launch a year-long thematic PR campaign to raise awareness of Uganda Tourism and support tour operator partner and stakeholder sales efforts with implementation efforts to be included.
- c) Organizing and conducting media related promotional events such as press conferences, interviews, cocktail parties, and themed evenings for media missions.
- d) Conducting media awareness campaigns in conjunction with sales promotions and trade partners to include activities such as workshops, seminars, familiarization tours to Uganda for approved participants (from outlets with targeted, qualified reach).
- e) Developing and updating press kits and other relevant materials and production of press releases to be distributed to media and related agencies providing information in order to increase exposure of Uganda.
- f) Formulating and implementing a crisis + issue management strategy and assisting UTB in identifying, assessing, addressing, mitigating and providing, through the Crisis Manager appointed by the agency's crisis management and co-ordination services aimed at diffusing actual, anticipated or unexpected crisis situations affecting Uganda's tourism directly and indirectly.
- g) Monitoring the media coverage given to Uganda in the territory on a daily basis, analyzing, preparing and submitting to UTB a monthly activity report within seven days of the conclusion of each month on the public relations activities over the preceding month taking into account matters such as media contacts (achievements,

failures and potential), public relations relevant Trade contacts, report on media clippings and evaluating those results, updating the ongoing projects and on any major developments.

3.6 Task 6: Digital Marketing

- a) Plan and execute all digital marketing, including SEO/SEM, marketing database, email, social media and display advertising campaigns for the destination in the India Source Market.
- b) Design, build and maintain our social media presence of the destination in the key source market.
- c) Measure and report performance of all digital marketing campaigns, and assess against goals (ROI and KPIs).
- d) Identify trends and insights, and optimize spend and performance based on the insights.
- e) Brainstorm new and creative digital marketing growth strategies to enhance Uganda's presence in India.
- f) Plan, execute, and measure experiments and conversion tests.
- g) Collaborate with internal teams to create landing pages and optimize user experience.
- h) Utilize strong analytical ability to evaluate end-to-end customer experience across multiple channels and customer touch points.
- i) Instrument conversion points and optimize user funnels.
- j) Collaborate with agencies and other vendor partners.
- k) Evaluate emerging technologies. Provide thought leadership and perspective for adoption where appropriate.
- l) Webinar Promotions to present tourism & travel products to highly interested travel trades and B2C clients.
- m) Google Search Engine Marketing (i.e. Website SEO Audit & Report Generation; Sitemap generation & Submission to Google; Search Console Management; Google; SEO Standard Checks Responsive Design Analysis; Website Load Speed Testing; Website Critical Error Analysis; Competitor Analysis; Keyword Analysis; Duplicate Web Page Analysis; Backlink Analysis; Broken link report; Keyword Performance Tracking, etc.).
- n) Facebook Marketing/Twitter/Instagram Marketing (i.e. Strategy Design & implementation; Posts scheduling (images / videos); Hashtag research & Usage; Tagging Photos; Join Travel related Groups; Posting images / videos in Groups; Commenting on photos; Interactions with Travelers; Hosting Contests; Hosting Survey; etc).
- o) Email Marketing - Travel Trade (B2B / Travel Agents).

3.7 Task 7: Data collection/Analysis, Tracking and Reporting

1. Review current data collection (arrival figures, spend, demographics, etc.) and analysis functions and recommend areas for improvement.
2. Assist with data analysis and application to tourism development and promotion needs.
3. Establishment and ongoing management and maintenance of a tourism satellite account for economic analysis.
4. Develop and maintain ongoing electronic media database on behalf of the Uganda Tourism Board.
5. Provide to UTB, a written bi- monthly progress report on activities and accomplishments, including comprehensive Return On Investment (R.O.I.) grid.

6. Provide bi- annual top line report that includes a competitive analysis indicating the state of the industry, Uganda Tourism’s position in the market, and issues that could adversely or positively affect the destination’s strategic position relative to competitor destinations on the African continent.
7. Update and maintain a list of travel trade and media contact information.
8. Agency must have the capability to store small numbers of visitor’s guides and press kits for same- day in- market media opportunities.

Key Deliverable for Task 6 are Monthly Tracking and Reporting reports with a consolidated Tracking and Reporting report every quarter (that is Tracking and Reporting Report Quarter 1, Tracking and Reporting Report Quarter 2, Tracking and Reporting Report Quarter 3, and Tracking and Reporting Report Quarter 4.

4.0 KEY PERFORMANCE INDICATORS.

Activity	KPIs
Sales and Marketing (travel trade/ in-market)	<ol style="list-style-type: none"> 1 30% increase in number of tour operators selling Uganda in source market from current baseline 2 One maintained and updated database for Africa selling tour operators in source market with quarterly update reports 3 One quarterly report measuring tour operators willingness to sell Uganda with comparison to selling competition 4 Four intense outreach activities (1 per quarter) aimed at recruitment of new Tour operators to sell Uganda 5 One new product concept per quarter presented to UTB 6 Four new negotiated relationships with wholesale agents and brand level management companies 7 Minimum of 4 fam trips for tour operators, media and qualified travel agents 8 Minimum of 4 insource market training programs and educational seminars/ roadshows with travel trade 9 Representation of Uganda at a minimum of 4 selected travel trade shows and events 10 Maintain membership of Uganda in at least 4 professional associations that promote international travel and tourism 11 Bi- monthly newsletter delivered to travel trade (6 newsletters) 12 At least 4 cooperative trade programs and joint marketing with select travel trade partners 13 Conduct at least 3 events in liaison with the Embassy of Uganda in source market 14 Conduct at least four product training sessions for travel trade in source market on new and existing products in Uganda 15 At least 2 reviews of materials produced by local operators to align content to source market travel needs 16 Minimum of 4 meetings to create and present in-market ground supplier education programs and suggestions for business growth connections with the travel trade in source market

	<p>17 Quarterly real time intelligence reports on the marketing strategy and activities of competing destinations in source market</p> <p>18 One fully approved Annual integrated marketing work plan that includes digital marketing, broadcast and print media activities.</p> <p>19 One monthly reports that highlight the various activities undertaken and captured in the work plan and inception report</p> <p>20 Twelve quarterly engagement sessions through webinars, B2c Exchanges, expo participation, roadshows and other marketing related efforts in the source markets.</p> <p>21 Creation of a Database of at least over 20,000 travel trade contacts and emails for email and mobile campaigns. The contact base shall increase at a10%, 15%, 20% successively.</p>
Data Collections and Analysis	1 Quarterly market intelligence report that summarizes the data collection.
Research, Insights, Training and Development	1 quarterly report on research undertaken and its findings
Public Relations	<ol style="list-style-type: none"> 1. 1 annual content calendar outlining planned press releases and pitch ideas 2. 20% increase in media coverage in high profile outlets in comparison to previous year 3. Minimum of 4 updates of the media overview deck and press kit to introduce new offering 4. Host at least 3 media fam trips with top tier members of the media and high-profile social media personalities 5. Identify at least 10 media personalities for fruitful individual media visits to be presented to UTB 6. Identify a minimum of 10 field requests from source market celebrities interested in visiting Uganda in exchange for Destination Uganda Brand endorsement and media coverage 7. Creation of at least 3 dedicated consumer facing accounts on Social Media to share news and developments about Uganda tourism. 8. Issue a minimum of 10 press releases and 10 creative story angles 9. Represent Uganda at atleast 3 media events in marketplace 10. At least 3 broadcast opportunities in source market featuring Uganda tourism 11. Media relations at least 3 Uganda Embassy led activities
In-Market Product Development and Stakeholder Support Services	<ol style="list-style-type: none"> 1. Conduct 1 quarterly training, seminar to track the growth of new products. 2. Quarterly Market monitoring report detailing perceptions of Uganda’s tourism offerings in the market.

Digital Deliverables

Task	Deliverable (KPIs)	Time Frame
Implement an approved Annual Digital Marketing & Communications Strategy to position the Pearl of Africa (POA) as a pristine tourism destination in the minds of domestic and international tourists through; <ul style="list-style-type: none"> • Website Maintenance • Search Engine optimization • Social media marketing • Mobile marketing • Video Marketing • Opt-in Email Marketing • Online PR and Crisis Management • Online advertising • Online partnerships • Mobile marketing • Online digital displays • Affiliate marketing • Influencer marketing 	Daily, weekly, monthly plans compressed into a Quarterly Plan and Detailed Report indicating 10%,15% 20% and 25% per quarter.	Quarterly Digital Marketing Plan that is broken down into daily, weekly and Monthly work plans.
Regularly check the above-mentioned digital marketing initiatives, online visitor Experience across these multichannel digital marketing platforms to provide recommendations so as to improve engagement.	Report	Weekly
Provide reports on every campaign complete with lessons & recommendations	Report	Weekly
Seek out new opportunities to further entrench the positioning of Pearl of Africa Brand on digital media channels.	Report	Weekly

5.0 REPORTS AND SCHEDULE OF DELIVERABLES FOR THE MDR FIRMS

Reports

All reports have to be submitted in both soft (*unlocked MS Word, PDF*) and hard copy (4 copies). The hard copies will be prepared in DIN A4 format, except for plans and drawings which should be prepared in DIN A3 format. The reports should be clearly labelled i.e. title of the study indicated, for easy identification and documentation purposes. All reports shall be prepared in English language.

One copy of each report shall be submitted directly to UTB, PSFU, CEDP PCU.

The Market Destination Representative Firm will work under overall supervision of the Chief Executive Officer Uganda Tourism Board (UTB).

The Chief Executive Officer, Uganda Tourism Board (UTB) shall appoint a Technical Team which shall review and approve all activity reports submitted by the consultant.

Please note that the Consultant will be expected within **one (1) week** of submission of each report to conduct presentations to the Client. The Client will provide comments on each report within two (2) weeks of submission.

The consultant is encouraged to assess the appropriateness of the suggested milestones and comment upon realistic expectations, especially with regard to the allocated time frames for the activities in the comments to ToRs

The Stakeholder's workshop will be held upon submission of a draft Marketing Strategy and Action Plan. The Consultant will prepare and submit to the Client a workshop report reflecting the stakeholder's comments and recommendations.

The Consultant will further be required to include a provisional sum of 5,000 USD to meet costs of holding the Marketing Strategy and Action Plan Stakeholder Workshop. The Client will pay the Consultant based on actual and approved expenditure of the Consultant's budget (for workshops) which will have been discussed and agreed to prior to commencement of the Consultancy. The basis for payment of participants by the Consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant.

At the workshop, the consultants will make Power Point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings.

In addition to the workshop described above, the consultant will be expected to conduct informal stakeholder engagement sessions (meetings, etc.) throughout the duration of the assignment.

The costs of holding Marketing Strategy and Action Plan Stakeholder Workshop and stakeholder consultations must be included in the consultant's proposal.

The firm will work under direct supervision of UTB and will liaise with Uganda's Missions in the source Market.

At the end of the assignment, the Consultant shall not claim any right of authorship or design patent of the reports submitted during the assignment.

7.0 QUALIFICATIONS FOR THE MARKET DESTINATION REPRESENTATIVE FIRM

a) The firm should demonstrate the following;

1. Proven experience and expertise of minimum (10) years in destination marketing tourism and travel promotion.
2. A history of working with Destination Marketing/Management Organisations in Africa on destination marketing initiatives including travel trade outreach programs, consumer outreach initiatives, sales and marketing and tourism product development.
3. An integrated aggressive destination marketing approach incorporating strategic marketing management, market research, digital marketing, sales promotions, travel trade engagements, public relations, advertising and promotion.
4. A team of highly experienced and qualified industry practitioners specialized in destination marketing.
5. Extensive travel trade network and knowledge of the source market's travel industry.

b) Key staff and skills

- Team leader
- Tourism marketing and relations expert
- Travel trade expert
- Digital marketing specialist
- Public relations and communications specialist
- Local/ Ugandan tourism expert
- Account Manager

The following table shows the estimated input of each key staff:

Key Staff	Staff Man Months
Team leader	8
Tourism marketing and relations expert	8
Travel trade expert	8
Digital marketing specialist	8
Public relations and communications specialist	8
Local/ Ugandan tourism expert	5
Account Manager	10
TOTAL	55

Qualifications & Experience

Team leader	<p>Master’s degree in marketing, business management, tourism, communication, public relations, advertising, media management or any related field</p> <p>Minimum experience of 10 years in destination marketing, tourism marketing and travel related marketing or hospitality marketing in the source market</p> <p>Demonstrate thorough knowledge and understanding of the tourism and travel industry of the source market</p> <p>Relevant experience in conceptualizing, implementing and implementing successful destination marketing strategies for DMOs, tourism and travel related marketing, brand development, travel trade management in the source market</p> <p>Experience in developing successful communication campaigns, report writing, destination marketing presentations in the source market</p> <p>Demonstrate good understanding of the Uganda travel industry, geographic location, historic background, tourism potential, unique selling tourism proposition.</p> <p>Clear understanding of Uganda’s policies on tourism development Basic knowledge of the tourism competitive and marketing strategy landscape in the East African travel industry.</p>
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Tourism Marketing Expert	<p>Must possess a degree in marketing , advertising or tourism management</p> <p>A post graduate diploma in marketing or tourism management is considered added advantage</p> <p>Minimum of 5 years professional experience in destination marketing or working with a DMO in a similar role</p>
Travel trade relations expert	<ul style="list-style-type: none"> - Must possess a sales or marketing degree - Minimum of 5 years in a similar role - Minimum of 5 years working with the travel trade of the source market - Demonstrate good knowledge and understanding of the source market’s travel industry - Demonstrate experience in creating travel trade linkages in the source market
Digital marketing specialist	<ul style="list-style-type: none"> - A degree in marketing, advertising - A post graduate qualification in digital marketing - Minimum of 5 years’ experience in digital marketing management including social media and online communications
Local/ Uganda expert	<ul style="list-style-type: none"> - A marketing or tourism management degree - Demonstrate thorough understanding of the Uganda tourism industry - Demonstrate good understanding and knowledge of Uganda’s tourism products - At least 5 years’ experience in marketing, tourism or related fields
PR and communications expert	<ul style="list-style-type: none"> - A degree in mass communications or public relations - Minimum of 5 years’ experience in managing travel industry communications, tourism brand images, crisis management and public relations
Account Manager	<ul style="list-style-type: none"> - A minimum of 15 years of experience working with African Tourism Boards and NTOs. - Well-traveled throughout Africa and understanding of differences and similarities among Countries. - Established proven relationships with leading travel trade partners and influencers in source markets.

8.0 DURATION OF ENGAGEMENT

One calendar year with an option to renew the contract up to three years subject to satisfactory performance of the firm and availability of funds.

9.0 DATA/ INFORMATION TO BE PROVIDED BY THE CLIENT

The Client shall provide the consultant with the following key information to aid on commencement of the assignment;

- a) The Tourism Act, 2008

- b) The Tourism Master Plan
- c) The Marketing Strategy of Uganda Tourism Board
- d) The Structure of Uganda Tourism Board
- e) National Development Plan
- f) Any other public policy document on tourism and related services available in Uganda.

10.0 REQUIREMENT FOR QUALITY PLANS

The Consultant will be required to demonstrate in their proposal, evidence of adoption of use of a Quality Assurance System (ISO 9001 or equivalent) as well as to describe how quality control will be implemented in the course of the project.