

TERMS OF REFERENCE FOR CONSULTANCY SERVICES: HIRING A MARKET REPRESENTATIVE TO PROMOTE RWANDA TOURISM IN AUSTRALIA, NEW ZEALAND, AND SINGAPORE

I. BACKGROUND AND CONTEXT

Rwanda Development Board (RDB) is a public institution with a vision of transforming Rwanda into a dynamic global hub for business, investment, and innovation. The Rwanda Development Board (RDB) mission is to fast-track economic development in Rwanda by enabling private sector growth. Rwanda aims to be the premier eco-tourism destination on the African continent. *Visit Rwanda* is the tourism brand managed by the Rwanda Development Board (Rwanda's Tourism Board).

Tourism goals include promoting Rwanda as a high-quality tourism destination, to serve as a regional meetings and conference hub for Central and Eastern Africa and enhance Rwanda's diverse and unique tourism products to bring tourists to the country and generate revenues that contribute significantly to the country's overall socio-economic development.

For this purpose, the Sustainable Tourism Master Plan was finalised in 2015 to provide a broad vision for the promotion and development of the Rwanda Tourism Industry.

The strategic framework identified priority markets against which focused effort will be given to increase arrivals as well as tourism revenues thereby boosting the tourism sector in general.

II. OBJECTIVE OF THE ASSIGNMENT

The ultimate objective is to increase Rwanda's share of arrivals and tourism revenues from the target market by promoting the country through a range of channels to responsible consumers, the travel industry, and the media through a positive image of Rwanda as an attractive and sustainable 'must-see destination.

III. TARGET MARKET

The target market for this assignment is Australia, New Zealand, and Singapore.

IV. PURPOSE OF THE ASSIGNMENT

The main purpose is to provide and implement an action plan that will allow achieving the target.

The consultancy company will be required:

- To ensure the tourism arrivals and revenues from the target market are increased;
- To develop a marketing strategy for the target market;
- To ensure the marketing strategy is implemented;
- To gather and analyse strategic information on outbound tourists from the target market;
- To ensure coordination of RDB's in-country activities, for example during tourism fairs, roadshows, or where relevant, trade missions to the target market, with the overall objective of raising awareness of Rwanda as a must visit tourism destination.
- To coordinate and implement the agreement between the Rwanda Development Board and Singapore Zoological Gardens on behalf of RDB. The purpose of this agreement is to create an aviary experience which will showcase NYUNGWE forest in Mandai Bird Paradise and position Rwanda as an eco-tourism destination. The agreement is designed to attract tourists from Singapore and the region and create a framework for exchange program in tourism.

V. SCOPE OF WORK

The consultancy company will serve as RDB's Tourism Marketing Representative by carrying out marketing activities in identified markets namely:

- Australia
- New Zealand
- Singapore

The consultancy company will work under the direct supervision of RDB and High Commission of the Republic of Rwanda in Singapore (RHC Singapore) in the target market, and will cover the following:

Strategic Planning

- Design an appropriate 3 – Year Marketing Plan for the target market, including an agreed budget and marketing mix, to deliver Rwanda's objectives in the target market;
- Establish and extend a strategic network of stakeholders in the target market;

- Research and identify relevant marketing channels;
- Build Rwanda's brand (Visit Rwanda) increase trade and consumer awareness;
- Elaborate a 1-year marketing operation plan as the initial deliverable of the project and ensure proper management and reporting of the allocated budget.

Trade, Sales, and marketing

- Create travel and trade linkages and ensure follow up with trade operators met;
- Introducing Visit Rwanda as a vibrant campaign in the target market;
- Acting as Rwanda Tourism point of contact within the target market for sales, marketing and general enquiries and maintaining high level contacts with members of the travel trade and other tourism private stakeholders;
- Managing and facilitating travel agents and tour operators' calls and training on Rwanda destination, engaging product and sales teams from travel agents and tour operators to make sure product knowledge is extensive and up to date.
- Ensure sales agents are pro-actively recommending and selling Rwanda to customers. Working with Product teams to promote Rwanda through travel agents and tour operators' websites and brochures;
- Conducting integrated trade awareness campaigns including activities such as organising travel workshops, seminars, events, familiarisation tours to Rwanda for approved participants, (at a cost-effective rate with negotiated complimentary services on flights, hotels, and transport);
- Conducting trade missions and providing sales and promoting general awareness of Rwanda as a tourism destination;
- Developing and promoting a set of packaged tours for the target market;
- Working alongside Rwandan tour operators to create and agree on the best product packages for the Target market;
- Work with travel agents and tour operators in the target market to promote and sell the packaged tours;
- Conducting integrated marketing campaigns including product placement in the print, broadcasting and electronic media, joint product advertising with major tour operators;
- Review and provide content for posting on RDB/RHC Singapore websites, database development, electronic marketing particularly at strategic times of the year, consumer mailings in conjunction with tour operators using their databases, and direct mailing projects;
- Create travel trade linkages and ensure follow up with tour operators met;
- Conduct trainings and specialised certification for Rwanda trade specialists.

Content Development and online presence for the Australia, New Zealand, and Singapore Markets

- Development and regular update of online tourism content in the language used in targeted markets;
- Contribute to Rwanda tourism social media activities for the target market/generate and manage content;
- Monitor and evaluate impact of online activities and report against pre-determined targets on a quarterly basis.

Media Communication

- Advise on communication and represent Rwanda Tourism as official spokesperson in the target market;
- Be the first point of contact for media enquiries from the target market on Rwanda Tourism, and maintaining relationship with leading journalists;
- Secure regular editorial space in consumer and trade media across all platforms (print, digital and broadcast) to promote Rwanda Tourism, prepare press releases and draft statements for RDB officials and other opinion leaders;
- Plan and facilitate press trips, after identification of relevant travel journalists and ensure close collaboration with airlines, hotels, and local tour companies to co-fund the trip and make it cost effective;
- Monitor media output and respond appropriately to any Rwanda Tourism-related reputational risks;
- Monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis;
- Ensure influencer marketing.

Advertising Campaigns

- To give inputs and design strategic advertising campaigns appropriate to the market, including print, online and involving competitions, sponsorship, and events where relevant;
- To negotiate advertising space and optimum deals at cost effective rates for the client;

- To produce and distribute all marketing literature and campaign material, under guidance of RDB Tourism Department, and ensure they are consistent with Rwanda branding and market objectives;
- To monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis;
- Conduct Digital marketing campaigns and share impact report.

Trade Communication

- To establish and develop a database of travel tour operators, airlines and other stakeholders in the target market and share this with RDB Tourism Department and RHC Singapore;
- To maintain communication through appropriate channels e.g. Newsletters, webinars, destination training programs;
- To plan and facilitate study tours and familiarisation trips;
- To monitor travel advisories and, when appropriate, take remedial action;
- To attract travel trade;
- To monitor and evaluate performance and trade linkage activities and report against pre-determined targets on a quarterly basis.

Events

- To manage RDB Tourism Department's participation at key tourism fairs, roadshows, and other market events, arranging a compelling programme of industry meetings and workshops, media interviews and press conferences;
- To pre-arrange appointments for RDB/ RHC Singapore with stakeholders at events;
- To identify additional event platforms with market partners and devise a strategic programme of complementary market events;
- To contribute to other events to promote the Rwanda brand (Visit Rwanda);
- To prepare briefing notes and media packs and produce event reports and assessments;
- To monitor and evaluate performance activities and report against pre-determined targets on a quarterly basis.

VI. KEY PERFORMANCE INDICATORS AND KEY DELIVERABLES

- Gather, analyse, and submit information and perception reports on the target market. This should include Australia, New Zealand and Singapore outbound market, spending,

outbound travel market to Africa, to EAC and to Rwanda where relevant, interest products, length of stay, among others;

- One-year budget, marketing and market representation plan developed and delivered;
- Quarterly report produced and submitted to RDB and RHC Singapore on activities against pre-determined target indicators;
- Database of tour operators in Australia, New Zealand and Singapore markets produced. This should specify those selling Africa in general, those selling Rwanda and those that are not selling Rwanda but could potentially sell it;
- Database of travel media featuring Rwanda tourism produced;
- Increase visibility through articles featuring Rwanda published in key Australian, New Zealand and Singapore travel media platforms – online, broadcast and/or print an indication of the value of media exposure generated;
- Grow Rwanda's share of visitors from the target market by 30% per annum using 2019 RDB Tourism Arrival Statistics as a baseline;
- Increase by 20% tourism revenues from the target market, using 2019 RDB Tourism Revenue Statistics as a baseline;
- Quality promotional materials available and distributed throughout the targeted markets (Destination brochure, videos, maps, sales tool kit, press tool kit etc.) should be developed considering the market official language and needs / preferences for ease of business, in consultation with RDB Tourism department;
- B2B/travel trade meetings successfully organised;
- International Tour Operators and Media familiarisation trips organised;
- Identified tourism fairs and roadshows in the target market successfully organised;
- Cooperative marketing (co-op) with key suppliers from the targeted markets.

VII. DURATION OF THE ASSIGNMENT AND LOCATION

The contract shall be established for a period of one year, with a renewal upon performance satisfaction measured.

VIII. REPORTING OF SUPERVISION ARRANGEMENTS

The company will report directly to Rwanda Development Board Tourism Department on a monthly and quarterly basis, with weekly email flash reports. Report to be shared with RHC Singapore as well.

IX. PROFILE OF THE CONSULTANCY COMPANY

The consultancy company should have tourism working experience in promotion of Africa and preferably the Sub/Saharan region and be able to demonstrate having worked within the target market of these Terms of Reference. Preference will be given to consultancy companies with proven relevant experience in undertaking a task of similar magnitude, and shall preferably have, among others, the following qualifications/experience:

- 5 years' experience of representing and advising tourism destinations;
- Profound knowledge of the travel industry, consumers, and media in the primary source market(s);
- A strong network of relationships across travel trade media platforms and channels;
- A commitment to sustainable development and environmental management of tourism;
- Highly professional and motivated with an instinctive flair for creativity;
- Superlative communication and networking skills;
- Expertise in digital media and other emerging channels;
- Committed to delivering outstanding results for Rwanda Tourism;
- Proven track record to work in a multi-cultural and inter-disciplinary environment will be required.

The consultancy company must have local offices in or representative offices in the target market (Australia, New Zealand, and Singapore).

X. SUBMISSION OF DOCUMENTS

- A motivation letter addressed to the High Commissioner of the Republic of Rwanda in Singapore;
- Detailed bio and relevant documents of the consultancy company;
- Three certificates of completion of consultancies offered by renowned institutions;
- Detailed technical proposal;
- Detailed financial proposal (inclusive of taxes);
- All submissions should be sent to ambasingapore@minaffet.gov.rw

DEADLINE FOR SUBMISSION: 15TH AUGUST 2023.

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