

Selection of a “Brand Visual Identity” for Croatian National Tourist Board

Terms of Reference



Elaborated by:
Croatian National Tourist Board (CNTB)
Zagreb, March 2015

Index

A.Introduction	4
1. Preamble.....	4
2. Croatia: 2020 vision and marketing goals.....	5
3. Targeted Consumers.....	7
4. Targeted Geo – Zones.....	9
5. Messaging.....	9
B.Terms of Reference.....	11
1. Objective of the assignment	12
2. Scope of services.....	15
3. Deliverables that should be provided by the successful tenderer	15
4. Estimated value of service.....	17
C.Selection procedure and requirements.....	18
1. Eligibility and phases.....	19
2. Phase 1: Pre-qualification.....	20
3. Phase 2: Proposal submission.....	23
Annex 1. Terms and Conditions of the Agreement.....	29
Appendixes: Submission Forms no.1- no.7	34

Annex 2. Marketing Plan 2015 – 2020 (upon request in Phase 2)

Annex 3. Communication Guidelines (upon request in Phase 2)

Annex 4: The selected “Big Idea” - the Communication Umbrella for Croatian National Tourist Board - Presentation of the “Big idea” with all the details (upon request in Phase 2)

A

Introduction

1. Preamble
2. Croatia: 2020 vision and marketing goals
3. Targeted Consumers
4. Targeted Geo - Zones
5. Messaging

1. Preamble

A New Marketing Plan for the period 2015-2020 in 3 goals

In order to achieve the set up objectives of the national strategic plan for the development of national tourism, the Tourist Council of the CNTB (Croatian National Tourist Board) has approved the Strategic Marketing Plan of Croatian Tourism for the following 5 years (hereinafter: "Plan").

The Plan pursues three objectives: substantial strengthening of the brand Croatia as a tourism destination, attracting more tourists in pre and post-season, and increasing the average daily expenditure of tourists.

External services called for by the CNTB

In order to carry out successfully this Plan, the CNTB resolved to collect and select bids for providing the service of creating a "Brand visual identity in line with the new brand concept – Big idea".

Aim and content of document

These documents have been created in order to ease the understanding of the context and characteristics of requested services, and contain following:

- Section A
Introduction that briefly presents Marketing Plan's main objectives and strategies.
- Section B
Detailed terms of reference subject of this tender.
- Section C
Tender's procedure of collection and selection of proposals/bids.
- Annexes
 - Annex 1: Terms and Conditions of the Agreement that is subject of this tender
 - Appendixes: 1 - 7
 - Confidentiality Statement (refers only to tenderers in the second phase of the procedure and will be send additionally to selected tenderers)
 - Annex 2: 2015 – 2020 Strategic Marketing Plan - summary (refers only to tenderers in the second phase of the procedure who sign the Confidentiality Statement, upon request)
 - Annex 3: CNTB Communication guidelines (refers only to tenderers in the second phase of the procedure who sign the Confidentiality Statement, upon request)
 - Annex 4: The selected "Big Idea" - the Communication Umbrella for Croatian National Tourist Board – Implementation book of the "Big idea" (refers only to tenderers in the second phase of the procedure who sign the Confidentiality Statement, upon request)

Clarifications and interpretation of this document and annexes

The CNTB shall provide, upon request, additional information and/or clarifications that may be needed for the development of optimal bids, in written form only.

Should you have any question/doubt or need for clarifications, please contact Ms Adela Marković via e-mail to adela.markovic@htz.hr.

- For clarifications of the First Phase: Pre-qualification procedure – not later than 01 April 2015 by 10.00 PM (CET), that is
- For clarifications of the Second Phase: Delivery of bids – not later than 30 April 2015 by 10.00 PM (CET).

In case of doubt, the Croatian version of these documents shall prevail.

2. Croatia: 2020 Vision and Marketing Goals

Croatia, as a tourism destination, has great opportunities deriving from its natural and cultural attractions, suggestive lifestyles that enrich its quite virgin territory, its unique islands' system, a wide experience in tourism hospitality and a privileged geographical location within the European Union.

Vision

In this context, Croatia wants to compete in four areas of the tourism business: to relax, to discover, to enjoy, to meet, etc.

2020 vision

Croatia wants to play an important role in the relaxing, exploring and entertaining experiential tourism markets and become a multi – product destination with lower seasonality, higher profitability per tourist and a more powerful brand.

The following picture describes the vision and its associated marketing objectives, which are later described in further detail:

2020 vision and marketing goals



Croatia's Brand positioning goal

Be perceived as a “Mediterranean tourist brand well recognized by the exceptionality of the number and types of lifestyles it offers”

Marketing goals and objectives

Croatia is facing some major challenges that currently prevent the country to achieve the proposed vision: the brand is not too well known and understood in the market, tourism demand is concentrated in 80 days, and the average expenditure per person per day is below the Mediterranean average. This has a negative impact on ROI, wages and generation of profit; therefore, Croatia's tourism sector is explaining desirable solutions and opportunities.

The following table shows how the marketing plan should contribute to achieving the proposed tourism vision of Croatia.

The 3 objectives

Problems to be solved	Goal	Objective
<p>a. Croatia's “Brand Concept” power is weak</p> <p>About 90% of the market potential is lost due to lack of awareness and understanding of Croatia as a tourism destination.</p> <p>Additionally, Croatia is almost</p>	<p>To Increase Brand Power +50% (Brand Power)</p>	<p><u>Customer</u> 75% of brand awareness and 60% understanding among the target population.</p> <p><u>Collaborators</u> + 25% awareness among collaborators</p>

<p>always valued behind its main competitors (Spain, Italy, Greece, Turkey, etc.) in the 5 key attributes for choosing a destination, except when it is related to "virginity".</p>		<p><u>Internal</u> Achieve 75% of the national key players to support, spread out, and be aligned with Croatia's brand in cooperation with CNTB</p>
<p>b. Croatia has difficulty attracting tourists on pre and post season (PPS)</p> <p>The months of July and August represent close to 60% of the total yearly demand.</p>	<p>To increase PPS arrivals +1M net arrivals in PPS by 2020</p>	<p><u>Customer</u> 50 million of PPS potential consumers impacted</p> <p><u>Collaborators</u> + 30% PPS offerings by Tour Operators and Travel Agents + 20% PPS media buzz + 20% PPS air capacity</p> <p><u>Internal</u> Attract +50% of key players to the PPS project</p>
<p>c. The average per capita/day tourist expenditure is weak</p> <p>While Croatia receives every year important personalities visiting the country, attracted by its unique natural and cultural charms, most of the current customers are middle and lower-middle class, largely from neighbouring countries, who come over in the summer to enjoy unsophisticated vacations in Croatia due to its low level of expenditure</p>	<p>To improve daily expenditure +15% (Without inflation effect)</p>	<p><u>Customer</u> Increase per capita daily expenditure to 540 Croatian Kuna (HRK) (+15% net not including inflation) before 2020</p> <p><u>Collaborators</u> +20% presence in upscale tour operators and travel agents</p> <p><u>Internal</u> Attract +30% of the national sector to develop upgraded offerings</p>

3. Targeted consumers

Croatia uses a double market segmentation (sub-demographic and behavioural) that is described in the following tables:

a. Target consumer by demographic variables

Friends	Couples	Families
Age: 18-29 Higher income Urban residents Travelling without children	Age: 30-39 / 40-54 / 55+ Higher income Urban residents Travelling without children	Age: 30-39 / 40-54 Higher income Urban residents Travelling with children

b. Target consumer by behavioural variables

	Place of stay	Vacation motive	This type of tourist is interested in	Need
Vacationist	Hotel, private accommodation, campsites, apartments	Relax and enjoy at the micro destination area.	Selecting a micro destination like a town or a region.	Wants to feel exciting and authentic experiences at a limited area
Touring	Private accommodation, camp-sites, apartments	Enjoy and explore activities and experiences within a wider area at destination.	Moving around in a larger area (even country-wide).	Wants to feel excited and surprised at a wider destination area
Special Interest	Hotel, private accommodation, campsites, apartments	Enjoy special activities. They visit the destination primarily because of their special interests.	Enjoy special activities. They visit the destination primarily because of their special interests.	Wants to feel exceptional
Meetings	Hotel	Short-trips to a destination because of a specific business or educational reason.	Their trips are organised by the convention or meeting organizer.	Wants to feel detached

4. Targeted geo – zones

Croatia will focus its efforts in well-targeted areas (demand feeders) in the following source markets:

- Germany
- Austria
- The United Kingdom
- Italy
- France
- Scandinavia
- Slovenia
- Poland
- Russia

As marketing resources are limited, it is crucial to target specific geo-zones (not entire countries) based on market attractiveness and Croatia's connectivity. Therefore, **56 air and 27 land geo – zones** are targeted based on their market potential, direct or + 1 stop air routes, or 4-6 hours car connection to Croatia.

5. Messaging

Communication will have a key role within the marketing system in achieving the previously mentioned objectives. Below, the essentials of the messaging strategy are described.

a. Targeting and messaging – Brand strengthening plan

Target	Message	Benefit
FAMILIES	Croatia is a great place for family bonding	BONDING
COUPLES	Croatia is a perfect destination for a getaway away from everyday life	GETAWAY
FRIENDS	Croatia is a destination that inspires	INSPIRATION

b. Targeting and messaging – Pre and Post Season (PPS) objective

Target	Message	Benefit
FAMILIES	In Croatia summer lasts longer	LONGER SUMMER
COUPLES	Early or late holiday in Croatia is a smart choice	SMART CHOICE
FRIENDS	Visiting Croatia in pre and post season (PPS) is a more authentic choice	AUTHENTIC CHOICE

c. Targeting and messaging – Increasing expenditure objective

Target	Message	Benefit
FAMILIES	While on holiday, in Croatia you can be truly happy	HAPPINESS
COUPLES	In Croatia you can finally do the things you always wanted	DREAM FULFILLMENT
FRIENDS	Everything you do in Croatia is more fun	FUN

d. Targeting and messaging – Messaging for behavioural segments

Certain targets may need specific behavioural messages, as described below:

Behavioural messaging

Segment	Make them know	Make them think	Make them do
Vacationist (families & couples)	Croatia offers infinite number of exciting and authentic experiences for everybody	In Croatia holiday doesn't have to be a compromise	Decide to choose a holiday destination where no one will feel left out
Touring (couples & friends)	Croatia is a source of excitement	Croatia thrills with its diversity	Decide to choose a holiday destination that is exciting
Special interest (couples & friends)	Croatia is a most convenient holiday option for exceptional activities	Croatia is an easy way to feel special	Decide to choose a convenient holiday destination which offers exceptional experiences
Meetings (n/d)	Croatia offers a smooth break	Croatia offers instant escape from everydayness	Decide to choose a holiday destination which helps you feel better

B

Selection of a “Brand Visual identity”

Terms of Reference

1. **Objective of the assignment**
2. **Scope of services**
3. **Deliverables that should be provided by the successful tenderer**
4. **Estimated value of service**

To help achieve the 3 main objectives of the marketing plan 2015-20, the CNTB will perform significant efforts to communicate in 360 ° with the plan's specific targets and with the chosen (air and land) geo-zones.

These efforts will consist of various integrated communication initiatives both off-line and especially, on-line. These efforts will include advertising, media relations, branded content, social networking, etc.

To optimize these efforts, the CNTB wants to have a brand visual to strengthen Croatia's brand concept as a tourism destination. With this purpose in mind, CNTB is launching this international tender in order to collect proposals among highly specialised tenderers with extensive experience in this field.

1. Objective of the assignment: A Brand Visual

The CNTB expects from the selected agencies a brand visual proposal comprised of a graphic visual (isotype) or a display of name (logotype), or a combination of both graphic visual and displayed name in one visual.

Isotype + logo formula



Isologo formula



a. The CNTB preferred approach to design: Designing the brand visual.

I. Three approaches to design

In the tourism sector there are three ways to approach brand visual designing:

- The descriptive approach. It is expected that the colours and especially the graphics describe, in a synthetic manner, major Croatian attributes
- The conceptual approach. The brand visual identity shall be something very simple and conceptual, and the brand's graphic visual and the associated perceptions shall form a concept of the brand itself.
- The "cues" approach. A simple graphic visual is accepted; however, the use of colours, symbols, typography, etc. should help consumers to consistently perceive the brand's concept and the aim of presenting Croatia as a tourism destination. This is the approach to the design of the visual identity of the brand that the CNTB is looking for.

II. Designing "cues" that stimulate respective perceptions

Consumers experience the brand of a single destination as a concept consisting of a number of characteristics, perceptions and associations that together give a specific meaning to this very destination. Moreover, a concept is the specific in a way in which we differentiate a certain destination from all other destinations.

CNTB wants Croatia, as tourism destination, to be meaningful and different from other destinations. We want consumers to have a well-developed and positive concept of Croatia as a tourism destination. Therefore, we need a brand visual that emits signals that will stimulate the potential consumer to generate respective perceptions, so as to create the chosen brand concept in the consumer's mind.

In short, the brand Croatia as a tourism destination largely depends on the signals that surround the communication, and especially those emitted by the Brand Visual through its colours, shapes, graphics, typography, etc.

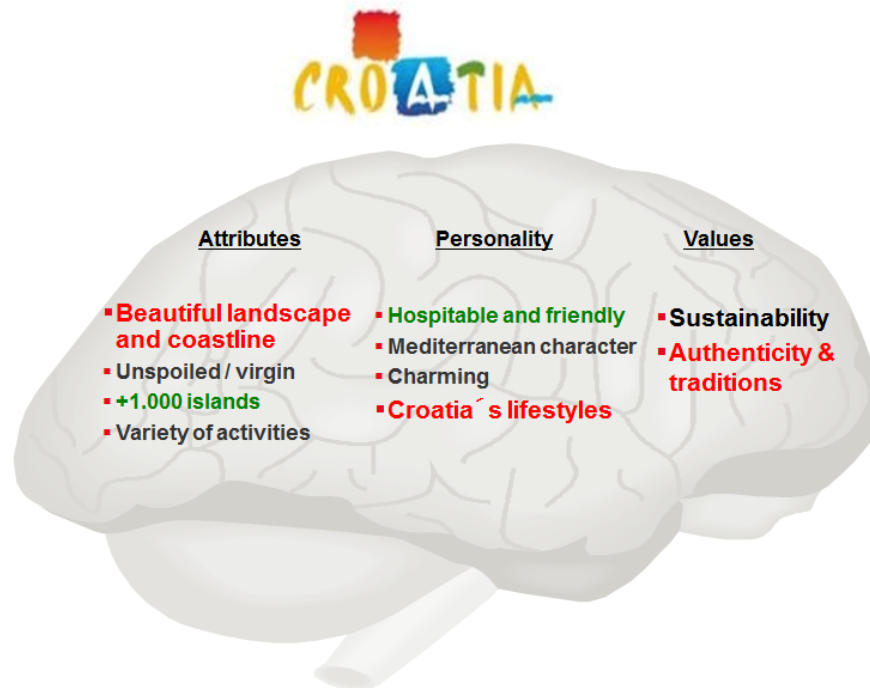
Perceptions happen in a split second, and are usually automatic and unconscious. Therefore, the task to be performed by the agencies should be oriented to design "signals" that stimulate the desired perceptions so the consumer recognises the attractiveness of the brand and the concept of the brand itself.

From this approach, the generated perception will contribute to a single concept creation that will be associated with the important differentiators, values, and personality of Croatia as a tourism destination. National, political, historical or administrative symbols are often irrelevant in this regard, and, sometimes using them represents a missed opportunity to send the right signal and to make a good impact on targeted consumers.

III. Images and perceptions to be associated with the brand concept through the cues included in the brand visual

The brand visual should contain signals that stimulate the generation of the most important perceptions/ideas. The perceptions/ideas with more significance are the larger ones (red ones) in the following graphic:

Images and perceptions to be associated to the brand concept



b. The 5 requirements

Here are the requirements for the Brand Visual that are, at the same time, the most important criteria for evaluating the proposals submitted to the CNTB by the pre-qualified agencies.

- I. Simple, memorable and catchy
Its design has to be original and the consumer must be able to recognize the essence of the visual in the first five seconds of observing it.
- II. Cues to include
Images and desired brand perceptions shall be included in the brand visual identity proposal. Those that are considered critical are highlighted. The tenderer must select the desired perception and the cues that will generate signals, and concentrate only on them.
- III. Usability
The brand visual must be easily usable in print ads, on websites, in exhibition stands, in merchandising material, etc.

IV. Effectiveness

Above all, the visual must pass a market test (surveys in eight major markets) that will measure the level of spontaneous association between the visual representation of the brand and the desired perception.

V. Essence

The brand visual should capture the essence of brand Croatia as a tourism destination, and should be able to promote the same values, and, at the same time, set the tone of communication.

2. Scope of services

- Main task: Creative solution for the Brand Visual Identity of Croatia as a tourism destination
- Presentation of potential materials that would show the flexibility of brand visual identity, and the indications on how it should be developed and applied.

3. Deliverables that should be provided by the successful tenderer

The following deliverables should be provided by the successful tenderer:

1. **Brand visual identity elements:**

- Brand Logo: structure, rules of use
 - Typography palette: basic and alternative font to be used
 - Colour palette (main colour range, secondary colour range, monochromatic display)
 - Other specifications: positive/negative, etc , inappropriate applications
- Brand Logo + baseline (Full of life) in 22 languages*
- Brand Logo + Croatian National Tourist Board in 22 different languages*
- Brand Logo + www.croatia.hr

**Croatian National Tourist Board will provide translations of the word CROATIA, of the baseline and of the name of the organization in 22 languages (Croatian, English, German, French, Czech, Japanese, Chinese, Korean, Hungarian, Dutch, Polish, Portuguese, Russian, Finnish, Slovak, Slovenian, Spanish, Italian, Swedish, Ukrainian, Norwegian, Flemish, and Danish)*

2. **Brand Visual Book/ Brand Manual** containing, but not limited to:

- Introduction - Overview of the brand, including statement, proposition, vision, mission, values and personality (incorporated from the brief and supporting documents) and the story behind the proposal solution with supporting details
- Brand Logo: structure, rules of use
- Brand Logo + baseline (Full of life)
- Brand Logo + Croatian National Tourist Board
- Brand Logo + www.croatia.hr
- Logo specifications and applications

- Applications on dark background, on coloured background, on photographic background, black and white applications, minimal reduction including responsive web design, inappropriate applications
- Application in communication and in different media including digital and print usage parameters:
 - Office supplies
 - Memo cover sheet
 - American size envelope
 - Din A5 envelope
 - Din A4 envelope
 - Business cards
 - Fax sheet
 - Folders
 - CD/DVD
 - Brand communication
 - Advertising - print ad, billboard, banners
 - TV closing slide
 - PPT presentations
 - Press panel
 - Publications
 - Merchandising (souvenirs – USB, pen, key holder, umbrella, towel, notebook, flip-flop, T-shirt, etc.)
 - Website front page and subpages
 - Social media sites
 - Brochures
 - Trade show stand
 - Signage
 - Coexistence with other brands
 - Communication with partners (e.g. local destinations or travel agency's ads)
 - Sponsorship

3. Brand Presentation Book (for distribution among press media, partners, representatives, etc.) containing, but not limited to:

- Introduction - Overview of the brand, including statement, proposition, vision, mission, values and personality (incorporated from the brief and supporting documents) and the story behind the proposal solution with supporting details
- Logo specifications and applications
 - Logo: structure, rules of use
 - Typography palette: recommendations of the basic font and alternative font to be used
 - Colour palette (main colour range, secondary colour range, monochromatic display)
- Other specifications: positive/negative, etc.
- Applications on dark background, on coloured background, on photographic background, black and white applications, minimal reduction including responsive web design
- Inappropriate applications

4. Estimated value of service

The estimated value of service amounts up to 1,200,000.00 Croatian Kuna + VAT.
(The proposed price shall include the cost of the final service with all deliverables and unlimited rights of use of the Brand Visual and typography rights)

C

Selection procedure and requirements

1. Eligibility and phases
2. Phase 1: Pre-qualifications
3. Phase 2: Submissions of proposals/bids

1. Eligibility and phases

The tender will consist of two phases, the pre-qualification phase and the submission phase.

Phase 1: Pre-qualification

All tenderers that comply with criteria described in tenderer eligibility provisions may participate in this phase. Technical Committee of the CNTB Head Office shall select a maximum of five tenderers, taking into consideration the submitted documentation proving the criteria described here.

The competition will be open to all tenderers who deliver the application forms (**Submission forms 1 – 7**) - gather evidence for the following conditions:

- High level of experience and success in creating relevant Brand Visuals which were successfully applied internationally
- High level of professional recognition
- Highly experienced engaged team

In case of international companies, a joint tender with local Croatian companies is recommended.

The tenderer may not participate in more than one (1) joint tender; Noncompliance shall mean disqualification of all joint tenders in which the tenderer is participating. Joint tenders may be composed of a maximum of two (2) single members (tenderers). (Proof of joint tender: Joint tender agreement - JTA)

Selected tenderers shall be invited to participate in the second phase of the tender. All selected tenderers shall be notified by e-mail to the same e-mail address received in the pre-qualification phase as official e-mail address. All selected tenderers shall confirm their participation in written form in the period of two (2) working days after being invited to the submission phase. If CNTB fails to receive their confirmation, CNTB may select alternative tenderers from pre-selection phase list to join the submission phase and deliver their bid.

Tenderers that were not selected in the pre-qualification phase shall not have the right to appeal or the right to any other cost reimbursement or compensation for damages occurred, or that may have occurred due to their participation in the pre-qualification phase.

Phase 2: Proposal submission

In this phase the Selection Committee nominated by the Tourist Council of the CNTB shall select the tenderer with the best evaluated bid and proposal of deliverables. The required content of the bid, as well as the suggested plan for the presentation are described below in detail.

2. Phase 1: Pre-qualification

The submission date for the documents in pre-qualification phase is 01 April 2015, 12.00 am CET, to be submitted to the CNTB representative Ms Adela Marković to the e-mail address: adela.markovic@htz.hr.

To pre-qualify, tenderers must present evidence of the following:

I. Specialization, experience and means

The CNTB considers that hiring the right tenderer is of most importance for the success of Croatia's Tourism Marketing Plan. Therefore, the CNTB shall hire exclusively tenderers with the following characteristics:

- High level of experience and success in creating relevant Brand Visuals which were successfully applied internationally
- High level of professional recognition
- Highly experienced engaged team

II. Main criteria for pre-qualification

Criteria	Evidence
Years of operation (* from establishment to 1 January 2015)	<p>Part of Submission Form 1. The participating tenderer shall prove to be legally constituted for at least three (3) years</p> <p>Part of Submission Form 2. In the event of a joint tender, each participating tenderer shall prove to be legally constituted for at least three (3) years.</p> <p>(An excerpt from court or other business register with the date of establishment shall be considered as evidence. In case of joint tenderers each party shall submit a valid evidence of constitution)</p>
Demonstrated experience in creating Brand visuals (creative concept & design) with international reach – preferably in the tourism sector or for tourism destinations	<p>Submission Form 2. - List of contracts for significant services /projects performed by the tenderer in the past three years (minimum five – maximum ten)</p> <p>Preferred (not obligatory)- Brand visual for at least one destination/country/region/city of minimum two million inhabitants</p>

	Sample of Brand visual implementation book with credits, for accomplished projects (minimum of three examples).
International recognition	Submission Form 3. List of significant awards in the past five years - certifications and international awards (up to five most relevant) in similar projects, preferably but not necessary for tourism destinations
35 years of accumulated working experience in marketing field by the four main team members and other requirements set out in this Call	Submission Form 4. Composition of the work-team and tasks Submission Form 5. CVs of the members of the work-team - CV signed by the employer's authorized person
Certificate confirming that there are no pending criminal proceedings	Submission Form 6. Statement of no pending criminal proceedings
Paid taxes	Submission Form 7. Statement of paid taxes in Republic of Croatia

Important note: CNTB may cross-check the presented references, evidences and capabilities.

In case of joint tender agreement – all Submission forms have to be signed by both tenderers.

In the event when evidence is unclear or is not delivered, CNTB shall invite the bidders to clarify or submit the evidence within the period specified by the CNTB.

CNTB reserves the right to disqualify any tenderer whom CNTB considers to have submitted incomplete or inaccurate information.

WORK TEAM

As part of the evaluation process the pre-qualified tenderer shall provide four (4) professional members of the work team, whose task shall be to render the service subject of the tender, and who must meet the requirements for specific positions as follows:

1. Project lead/Account Director, who shall be employed with the tenderer or have signed the managerial agreement with the tenderer, as well as:

- Have earned a university degree
- Have at least five (5) years of experience exclusively as a Project lead or as an Account Director.

2. Art Director/Designer, who shall be employed with the tenderer or have signed the managerial agreement with the tenderer, as well as:

- Have earned a university degree
- Have at least five (5) years of experience exclusively in designing brand identity visuals
- Preferably (not compulsory): have participated in the development process of visual brand identity of a tourist destination of at least one (1) country / city / region / global brand

3. Creative Director, who shall be employed with the tenderer or have signed the managerial agreement with the tenderer, as well as:

- Have earned a university degree
- Have at least three (3) years of experience exclusively as a Creative Director
- Preferably (not compulsory): have participated in the development process of visual brand identity of a tourist destination of at least one (1) country / city / region / global brand

4. Brand Consultant/Strategist, who shall be employed with the tenderer or have signed the managerial agreement with the tenderer, as well as:

- Have earned a university degree
- Have at least three (3) years of experience exclusively as a Brand Consultant/Strategist
- Preferably (not compulsory): have participated in the development process of visual brand identity of a tourist destination of at least one (1) country / city / region / global brand

In addition, at least one (1) of the abovementioned four work team members shall speak, read, and write English or Croatian at an advanced level in order to guarantee ease of communication.

The pre-qualified tenderer shall deliver all required documentation about members of the work team to prove all requirements indicated as conditions in the main criteria for pre-qualification phase, and prove the existence of total of 35 years (cumulative) of experience in the field of marketing for at least three main members of the work team, as well as other requirements from this Call. (Submission Form 4 and 5)

EVALUATION

The Technical Committee shall evaluate the submitted bids, and in accordance with collected materials shall evaluate discretely the quality of each single tenderer and decides upon which maximum of five (5) tenderers shall be admitted to the second phase.

In case of joint tender, the CNTB shall take into consideration the accumulated evidence of all tenderers forming the joint tender.

LANGUAGE:

The pre-qualified tenderers shall use either English or Croatian language for all written communication regarding the project and the submitted documents.

SUBMISSION FORMS:

1. Submission Form 1. Form for the tender
2. Submission Form 2. General information concerning the tenderer/tenderers
3. Submission Form 3. Schedule of significant awards in past five years
4. Submission Form 4. Composition of the work-team and tasks
5. Submission Form 5. CVs of the members of the work-team
6. Submission Form 6. Statement of no pending criminal proceedings
7. Submission Form 7. Statement of paid taxes

3. Phase 2: Proposal submission

a. Preparation for the proposal

The selected pre-qualified tenderers shall be informed and invited via e-mail to a short online briefing, date and time to be determined by CNTB. The objective of the online briefing shall be to present to the tenderers with the strategic marketing plan, the selected “Big idea” concept and to answer any questions related with the process to help them prepare high-quality proposals.

Pre-qualified tenderers are required to sign a Confidentiality Statement referring to the documentation in Annex 2, 3, and 4 of this Call, which will be submitted individually, without public call.

In the case of a joint tender, the Confidentiality Statement shall be signed by all members of a joint tender, each individually for itself.

Only those tenderers that sign the Confidentiality Statement are entitled to continue with the participation in the proceeding.

b. Proposal contents and proposal submission

The tenderers shall present the proposal and the example usability, as well as any other element necessary to ensure a good understanding of deliverables.

The proposed Brand visual (or any element of it) shall not be registered as a trademark, or other form of intellectual property which the tenderer is required to pre-check.

The proposal shall be delivered directly to the CNTB offices (Hrvatska Turistička Zajednica - Glavni ured /Croatian National Tourist Board – Head Office, Iblerov trg 10/IV, 10000 Zagreb, Hrvatska (Croatia) not later than 30 April 2015 at 12:00 am CET.

Proposals shall be submitted both in printed form and on electronic media (DVD, CD or USB memory stick).

Proposals shall contain a fully detailed and numbered table of contents; number of pages shall be included on each page, allowing ease of information locating in the proposal/bid. In addition, the proposal shall include a detailed concept, subject of the tender, in technical and economic sense.

The presentation and the proposal of the Brand Visual Identity shall contain the following:

- **Introduction** - the story behind the proposal solution with supporting details and how this brand visual links to the “Big idea” creative concept – the Communication umbrella of Croatian National Tourist Board
- **Brand visual identity elements:**
 - **Brand Logo:** structure, rules of use
 - Typography palette: recommendations of the basic font and alternative font
 - Colour palette (main colour range, secondary colour range, monochromatic display)

- Other specification: positive/negative, etc.
- **Brand Logo + baseline (Full of life) in English and Croatian***
- **Brand Logo + Croatian National Tourist Board in in English and Croatian***
- **Brand Logo + www.croatia.hr**

**Croatian National Tourist Board will provide translations of CROATIA, the baseline and name of the organization in Croatian and English*

- **Logo specifications and applications** – few examples including but not limited to:
 - Applications on dark background, on coloured background, on photographic background, black and white applications, minimal reduction
 - Examples of usage in different media including:
 - Stationery (Memo cover sheet, business cards, folders, CD/DVD, etc.) – one example
 - Brand communication (Advertising - print ad, billboard, banner, brochures, etc.) – three examples
 - Merchandising (souvenirs – USB, pen, key holder, umbrella, towel, notebook, flip-flops, T-shirt, etc.) - 2 examples
 - Website front page - one example
- **Financial bid**

The presentation must contain a maximum of 3 presented solutions.
The Committee will select which of the solutions will be tested on 8 markets.

The complete list of deliverables with complete brand visual implementation book and other details the successful tenderer shall submit after the selection and the completed second phase of the selection process.

All written communication of pre-qualified tenderers shall be either in English or Croatian language.

Proposals and all related documents shall be in Croatian, being the official language of the Republic of Croatia, or in English, except for the final submitted documents of the successful tenderer that shall be in both Croatian and English languages.

c. Bid price and budget

The CNTB maximum available budget is of 1,200,000.00 HRK + VAT.
(Bid price shall include all costs of the service subject of the tender and unlimited rights of use of the Brand visual and typography rights so the pre-qualified tenderers shall keep the quotation in this range).

The bid price shall be expressed in HRK, without VAT

d. Selection criteria - Evaluation

This process includes following steps: submission of the proposal, evaluation of the Committee and selection of proposals for market testing, market, evaluation of technical criteria that are subject of the proposal and financial evaluation of the proposal.

Step 1 – Presentation in Zagreb

Shortly after the submission, the pre-qualified tenderers shall present their proposal in Zagreb. The date and time of the presentation shall be announced in advance (five days before) by the CNTB via e-mail. The presentation shall last up to 90 minutes, and 30 extra minutes shall be dedicated for Q&A.

If the CNTB, upon request of the tenderer, shall consider it necessary, the CNTB shall cover air transportation (economy class only) and accommodation, up to two overnights in a 4 star hotel for up to two members of the team. The CNTB shall also provide the meeting room and all audio-visual equipment that the participants may request for the presentation.

Suggested agenda for the presentation

1. Brief presentation of the tenderer
2. Presentation of the proposal
3. Examples of applicability
4. Q & A

At the presentation of the tenderer, the Commission may require certain modifications or adjustments of the proposed concept and approve additional time for the submission of modified concept.

If tenderer submits more than one concept, or some modifications or adjustments of the concept are requested by the Commission, the Commission shall select which of the proposed concepts will then be the subject for further examination and testing.

Step 2 – Market Test

After the presentation, the tenderers shall have seven (7) days to prepare and translate the necessary material (Brand visual identity – logo) for market test that shall be done by CNTB, including:

Chosen concept from each tenderer shall be subject to a test based on a representative sample of the target (300 units) in the eight main source markets. (Germany, Austria, Italy, France, the UK, Sweden, Poland, and Czech Republic). Testing process shall be organized and handled by CNTB. Tenderers shall be asked to provide the translated material in seven languages, for the purpose of testing.

Step 3 – Assessment by the Selection Committee

The Selection Committee shall evaluate the proposals. The vote of the Committee represents 75 points and the remaining 25 points, out of maximum possible 100 points, shall be determined according to the proposed price. The highest scoring proposal wins.

The evaluation formula

The score of the tenderer is calculated according to the mathematical equation as follows:

$$X = A + P$$

X = the total number of points for the tenderer who is being appraised – maximum 100 points

A = the total number of points achieved in the technical criteria (max 75 points):

1. Simplicity, originality - memorable and catchy
2. Reflects the brand perception and images
3. Usability
4. Effectiveness - tested on main markets (Austria, Italy, Germany, France, the UK, Sweden, Poland, Czech Republic) – CAWI method /Average score for all markets
5. Essence - reflects the essence of brand Croatia as a tourism destination

P = the number of points achieved according to the bid price - financial criteria (max 25 points):

The score for the bid price shall be ranked in a way that the offer with the lowest indicated price shall obtain the maximum of 25 points, and all following offers 5 points less each, to reach the offer with the highest bid price that shall obtain the minimum of 5 points. If more tenderers indicate the same price, the ranking will be done in the way that they will take the same ranking for the calculation of the points, and the following tenderer with a higher offer shall receive the number of points that would receive if the listed tenderers did not have the same number of points.

If the number of chosen tenderers in second phase is less than five, the points will be distributed in such a way that the starting point of the minimum number of points is increased according to the following formula:

Minimum score = $5 + 5 * (5 - \text{the actual number of chosen tenderers})$.

Other tenderers that shall participate in proposal submission phase and shall not be selected shall be awarded with HRK 20,000.00 + VAT reimbursement for participation. Each tenderer (group of tenderers) has the right to request the reimbursement amount if the submitted proposal contains all the deliverables and is in accordance with the conditions of this Call. In case of joint tender the above-mentioned reimbursement is valid as one per joint tender.

The abovementioned reimbursement shall be paid within thirty (30) days from the day of receipt of the invoice/call for payment from the tenderer.

The abovementioned amount for participation shall be recognised and awarded to the successful tenderer in case if the CNTB withdraws from accepting the proposal, that is, from signing the agreement.

CNTB may decide not to select the tenderer and is entitled to reject the proposal until the moment of signing the agreement with the successful tenderer, without the right of any tenderer to a compensation for damages occurred or that or may occur for that reason.

CNTB shall subsequently decide to extend the deadline for delivery of materials.

Tenderers that were not selected shall not have the right to appeal or the right to any other cost reimbursement except for the participation cost (the abovementioned reimbursement).

e. Obligations of the chosen tenderer after the selection

The tenderer shall enter into agreement with the elements listed in Annex 1.

The successful tenderer is required to submit a bank guarantee on first demand and without protest in the amount of 200,000.00 HRK (or equivalent in EUR) issued by a bank operating in the European Union.

After final selection and signature of the agreement, the winning company shall have up to a maximum of fifteen (15) working days to submit the final deliverables.

TEAM MEMBERS:

When the winning company is announced, the proposed work team members shall not be rendering the same type of service to any competitor country for the period of one (1) year after signing the Agreement.

Competitor countries are defined as being geographically close to Croatia or possessors of a similar tourism offer.

THE LIST OF COMPETITOR COUNTRIES:

- Greece
- Spain
- Turkey
- Italy

In addition, winning company's proposed work team members shall not be involved in other brand development public biddings invited by competitor countries during the period of one year after the agreement signage.

In the event that the tenderer does not comply with the conditions of this Call, the agreement shall terminate, and the CNTB is authorised to take the bank guarantee as guarantee for the regular fulfilment of agreement

- Deliverables:

Service Provider shall submit two versions of the final deliverable:

- Completed design in a print ready, PDF file, including high resolution material suitable for print media and banners

- Completed design in an open file, including high resolution material suitable for print media and banners

Annex 1

Terms and Conditions of the Agreement

1. General provisions

This Agreement is concluded by and between the successful tenderer or group of tenderers as Service Provider (hereinafter referred to as "Service Provider") and the Croatian National Tourist Board as Client (hereinafter referred to as "CNTB").

Integral part of this Agreement is the text of the Call for Tender for the "Brand visual" (hereinafter referred to as: the Call).

Terms and Conditions contained in the Call shall be binding for the Service Provider.

If the Service Provider fails to perform or, upon coming into force of this Agreement, the CNTB discovers that the Service Provider does not comply with the conditions as set in the Call, that is, if the data given by the Service Provider are untrue, the CNTB has the right to activate the bank guarantee in total, and in that case the CNTB shall not acquire any copyright and related IPR in respect of the slogan and the submitted materials in the extent and time frame as proscribed in the Call.

Working days in terms of this Agreement are the working days according to the Croatian law.

2. Commencement, completion, modification and termination of Agreement

The provisions from this Agreement that refer to permanent rights that are transferred or established by this Agreement, as well as special obligations of the Service Provider for which the Call or this Agreement established that last for a longer period of time shall continue to be in force without limitations.

3. Obligations of the provider of services

This Agreement is concluded for the purpose of achieving the following task:

- a. creation of a "Brand visual identity" under the terms and conditions prescribed by the Call and in accordance with the elements of the Service Provider's presentation, provided that presentation is attached to this Agreement in written format and represents its integral part

When CNTB pays the compensation in the agreed amount and under the terms of this Agreement, the Service Provider shall acknowledge the exclusive right to the CNTB to exploit the copyright on all elements of the "Brand visual identity" (verbal, figurative or other) arising from this Agreement, Call and Service Provider's offer, with unlimited right to use the content, time and territory and hereby agrees, in part or in full, with the free and unrestricted disposal of the "Brand visual identity", without the need for specifying the author.

The Service Provider guarantees that, at the time of execution of this Agreement, all the copyright over any of the elements of "Brand visual identity" is in its ownership (including the contents of all supporting and delivered documentation) and that there are no rights of third parties that would prevented CNTB, either partially or entirely, to exploit the copyright work in the way specified in this Article.

When CNTB pays the compensation in the agreed amount and under the terms of this Agreement, the Service Provider shall acknowledge the exclusive right to CNTB to exploit the copyright on all elements of the "Brand visual" (verbal, figurative or other), with unlimited right to use the content, time and territory, which in particular includes the following copyright:

- The right of reproduction (right of multiplication),
- The right of distribution (right to put on the market);
- The right to communicate the copyright to the public,
- The right to process

The Service Provider hereby agrees that CNTB as the sole beneficiary of all the copyrights described in this Article, has the unconditional and unlimited right to use all elements of the "Brand Visual Identity", in whole or in part, (including the contents of all supporting and delivered documentation) as copyright in any willing manner and to exclude anyone, including the author, from such right.

By signing this Agreement the Service Provider agrees that it shall not, at any time, be listed as the author of the brand visual which is the subject of this Agreement, and that written statements of all natural persons who are the authors of underlying copyright works are in its possession.

The Service Provider shall deliver to CNTB, within seven (7) days from the date of execution of this Agreement, the list of persons who, as authors (co-authors), developed a work that is the subject of copyright and enclose a written statements that the tenderer do not want to be listed as authors (co-authors) of work that is the subject of this Agreement, when used in public.

In the event the Service Provider fails to submit a list with the attached statements within the agreed period as described in the preceding paragraph of this Article, this Agreement shall be terminated for the reasons for which none of the contractual party shall be held liable.

In addition to above mentioned rights the CNTB shall, at the same time, acquire the exclusive right to a trademark (in all its forms - verbal, figurative, etc.) and the right to its unlimited use if the Service Provider has already registered the trademark.

The Service Provider shall be liable to CNTB for any damages; undertakes the obligation to protect and defend CNTB at its own expense, from and against any and all claims, actions, losses or damages arising out of any conduct of Service Provider contrary to applicable laws or regulations and/or intellectual property rights of third parties, such as copyright, industrial property, industrial designs, patents, etc. Service Provider's liability for damages is limited to the amount of compensation paid to it by the CNTB in accordance with this Agreement. Limitation of Liability shall not affect the case of fraud or wilful deluding.

The Service Provider shall provide a bank guarantee to CNTB in the amount of 200.000 HRK (or equivalent in EUR), on first demand, and the CNTB is authorized to charge partially or in total the set amount of the bank guarantee, under the provisions of this Agreement and Call.

4. Tenderer's experts and sub-contractors

The parties to this Agreement hereby agree that in the event that the Service Provider is a group of tenderers, it shall be represented by one company/person member of the group of tenderers.

Members of the joint tender shall determine methods of payment and member/members entitled to receive the payment for executing this Agreement in a separate written agreement.

CNTB shall not be liable for any obligations arising from payment of fees to an individual member of a joint tender, provided that the payment is executed in accordance with the special agreement, and shall not be liable if any member of a joint tender does not receive a specified amount.

Joint tender parties shall be entitled to change methods of payment specified in a separate JTA, only if all parties to JT agree in writing, and the CNTB shall proceed with payment provided that the changed method of payment is in compliance with this Agreement, Call or Service Provider's bid. CNTB shall be sufficiently notified of the separate JT in connection therewith.

Any alterations and amendments regulating the aforesaid rights and obligations shall be attached to this Agreement.

5. Payments to the provider of services

Under the provisions of this Agreement, CNTB shall be obliged to pay the compensation set out in the Service Provider's accepted bid as follows:

- The fee in the amount of 100% of the bid price within thirty (30) days from the day of acceptance of all the deliverables created by the Service Provider.

The following rules shall govern the payment of required services:

- i. Payment shall be made in Croatian kuna (HRK) or foreign currency according to the request of the Service Provider through a bank transfer to the IBAN account number indicated by the Service Provider.
- ii. The CNTB shall compensate exclusively the cost of transfer of means calculated by the bank in which the CNTB has got the transaction account, while all the other costs shall be paid by the Service Provider.
- iii. If the payment is made in foreign currency, or if in case of bank guarantee activation it is necessary to recalculate the foreign currency in HRK, the medium exchange rate according to the CNTB on the date of payment shall be applied, that is, in case of bank guarantee activation on the date of the request for the activation of the bank guarantee.

6. Fairness and good faith

If the Service Provider fails to perform or observe any undertaking or obligation under this Agreement, in case of delay of a single phase the contractual penalty of 3,500.00 HRK shall be charged for each working day of delay.

Contractual penalties may be charged until the overall amount of the bank guarantee is used, and after all the amount of the contractual penalty has been used, this Agreement shall terminate.

Contractual penalty shall not be calculated if the delay is caused by Force Majeure.

Force Majeure refers to any unpredictable event beyond reasonable control of the Service Provider, independent of his willingness, and that does not include Service Provider's mistake or negligence.

7. Settlement of disputes

This Agreement shall be governed by, and shall be construed in accordance with the laws of the Republic of Croatia.

The Parties hereto agree to try to settle all disputes in an amicable way. Should the amicable settlement fail in the period of sixty (60) days, all disputes or claims arising out of or in connection with this Agreement including disputes relating to its validity, breach, termination or nullity shall be finally settled under the Rules of Arbitration of the Permanent Arbitration Court at the Croatian Chamber of Commerce (Zagreb Rules) by one arbitrator appointed in accordance with the said Rules except for the right of the CNTB to activate the bank guarantee in accordance with the provisions of this Agreement.

The place of arbitration shall be Zagreb. The language of the arbitration shall be Croatian.

It is not incompatible with an arbitration agreement for a court to grant, before or during arbitral proceedings, an interim measure of protection relating to the subject-matter of the arbitration upon request of a party.

8. Final provisions

If any provision of this Agreement is deemed unlawful, void, or otherwise unenforceable, then that provision shall be considered severable from this Agreement. The severable provision shall not affect the validity and enforceability of any remaining provisions of the Agreement and such provision shall be replaced to the fullest extent with the provision allowed by law to achieve the intention of the parties.

Submission Form 1.

Form for the tender

General information about the Tenderer – responsible for the project

Name of the company	
Address of the head office of the company	
E-mail address of the company	
Tax number of the company	
Years of operation	
Authorised representative of the company (name, surname and function)	

Signature of the authorised representative of the Tenderer

Stamp of the Tenderer

Place _____

Date _____

Submission Form 2.

General information concerning the tenderer (tenderers)

Tendering company (responsible for the project):

Name: _____

Field of activity: _____

Role in the project: _____

Professional knowledge/specialisation: _____

Years of operation: _____

Other companies (participants in the group of tenderers) included in the project – Joint tenderers:

Name: _____

Field of activity: _____

Role in the project: _____

Professional knowledge/specialisation: _____

Years of operation: _____

**Signature of
the authorised representative of the
Tenderer**

Stamp of the Tenderer

Place _____

Date _____

**Signature of
the authorised representative of the joint
Tenderer**

Stamp of the joint Tenderer

Place _____

Date _____

Note: In the event of a joint tender, this document is a valid evidence only if it has attached to it the Joint Tenderers' Agreement or a Joint Tenderers' Statement signed by all tenderers.

If the group of tenderers is an independently registered entity (joint venture), a valid document issued by authorised bodies for the registration of business entities stating that only the persons listed in this document are members of the joint venture may be delivered instead of the agreement or statement.

Submission Form 3.

List of significant awards in the past five (5) years

Number of Award	Award Name	Awarded for	Award is Presented by	Year of Award
1.				
2.				
3.				
4.				
5.				

Signature of the authorised representative of the Tenderer

Stamp of the Tenderer

Place _____

Date _____

Signature of the authorised representative of the joint Tenderer

Stamp of the joint Tenderer

Place _____

Date _____

Submission Form 4.

Composition of the work-team and tasks

Name and Surname of the Members of the Work-team	Position in the Work-team	Tasks in the Work-team

**Signature of the authorised
the representative of the Tenderer**

Stamp of Tenderer

Place _____

Date _____

**Signature of
the authorised representative of the joint
Tenderer**

Stamp of the joint Tenderer

Place _____

Date _____

Submission Form 5.

CV of the members of the work-team

General Information about the members of the work-team

Proposed position in the work-team	
Company in which the member of the work-team is employed	
Name and Surname of the member of the work-team	
Professional qualifications/occupation of the members of the work-team	
Date of birth	
Nationality	
Total years of service of the members of the work-team	
Years of service of the members of the work-team in the company of the Tenderer	
Membership in professional associations	
Assignments in the work-team	

Education of the member of the work-team (state college and other specialised education, including names of educational establishments, dates of attendance and degrees/diplomas acquired).

Institution of Higher Education	
Period of attendance: from (month/year) – to (month/year)	
Achieved level of education or diploma/degree	

Work experience of the member of the work-team (State former work experience, beginning with the present. State dates of employment, names of companies/businesses/establishment and a short list of assignments.)

Date: from (month/year) to (month/year)	
Company/business/establishment	
Address of the companies/ businesses/ establishments	
Position in the companies/ businesses/ establishments	

Knowledge of foreign languages of the members of the work-team – for each language state the level of knowledge (excellent, very good, good, basic user) in reading, writing and speaking.

Language	Reading	Speaking	Writing

List of the most important projects and assignments of the members of the team in previous employment

Name of the project	Contractor/Client of the project	Short list of tasks in the project	Period of work in the project: from (month/year) to (month/year)

I certify that the information given in this Form is a true description of my qualification and work experience.

Signature of the member of the work-team and of the authorised representative of the Tenderer

Name and surname of the member of the work-team

Name and surname of the authorised representative of the Tenderer

Signature of the authorised representative of the Tenderer

Stamp of the Tenderer

Place _____

Date _____

Signature of the authorised representative of the joint Tenderer

Stamp of the joint Tenderer

Place _____

Date _____

Note: The Tenderer shall submit this Form for each member of the work-team

Submission Form 6.

STATEMENT OF GOOD CONDUCT

by which I, _____ **(Name and Surname)** from _____ **(Address)**, as a legally authorized representative of _____ **(Company name)**, declare under material and criminal liability, that against me personally, or against the above mentioned company, no unappealable conviction was issued for any of the following criminal activities, or corresponding criminal activities according to the regulations of the country where the company is seated or the country whose national is the person legally authorized to represent the company:

- a) fraud, fraud in business operations, taking bribe in business operations, giving bribe in business operations, malpractice in public procurement procedures, evasion of taxes or duties, subvention fraud, money laundering, abuse of power and office, illegal discrimination in favour of, taking bribe, giving bribe, trading in influence, giving bribe for trading in influence, criminal association and committing crime within criminal association under the Criminal law.
- b) fraud, money laundering, fraud in business operations, taking bribe in business operations, giving bribe in business operations, conspiracy to commit crime, abuse of power and office, abuse of government powers, illegal mediation, taking bribe and giving bribe under the Criminal law.

This statement applies to me personally and to the company _____ **(Company name)** with its registered seat in _____ **(Address)** of which I am a legally authorized representative.

In _____, _____ . 2015
(Place) **(Date)**

Note: in case of joint tenderers, each tenderer shall submit this form separately

Submission Form 7.

STATEMENT OF PAID TAXES

I, _____ (name and surname) from _____, as the person authorised to represent the tenderer _____ (company) based in _____ hereby declare that the tenderer in the moment of giving this statement has no due, and unpaid debts on the basis of tax or social contributions in the Republic of Croatia, as the country of its headquarters.

In _____, _____ 2015

(place)

(date)

Stamp

(Signature of the person authorized to represent the tenderer)

Note: in case of joint tenderers, each tenderer shall submit this form separately