



OECS REGIONAL TOURISM COMPETITIVENESS PROJECT

REGIONAL TOURISM MARKETING STRATEGY

TERMS OF REFERENCE

(Saint Lucia, Grenada, and Saint Vincent & the Grenadines)

1 Background

In an effort to increase opportunities for increased visitor spending the Governments of Saint Lucia, Grenada and Saint Vincent and the Grenadines have secured financing from the World Bank Group (WBG) for the implementation of the **OECS Regional Tourism Competitiveness Project (ORTCP)**. The Project aims to (i) facilitate the movement of tourists within the participating countries using ferries; (ii) improve selected touristic sites; and (iii) strengthen implementation capacity for regional tourism market development in the participating countries. This consultancy is of direct relevance to objective iii.

At the 10th meeting of the OECS Council of Tourism Ministers held in St. Kitts & Nevis, the Ministers supported the recommendation of a study undertaken by Coventry University to identify mechanisms for pooling of resources for joint marketing of the OECS territories at major international trade shows and events. The Ministers also endorsed the recommendation for Member States to capitalize on opportunities for joint activities that showcase the distinct attributes and characteristics of the region, whilst adding value to the region's tourism industry.

Following this Ministerial endorsement, the OECS Commission via the 10th EDF Regional Integration and Trade of the OECS Project, has coordinated several joint promotion activities including the collective representation of the OECS at international trade shows in the United States, Canada, and Europe, and the execution of an OECS Road Show in Germany. Surveys and follow-up discussions with member states involved in such events reveal that participating countries have benefited in areas such as economies of scale (cost savings); increased visitation and enhanced visibility. Since then, the Commission has received several requests for additional joint promotion initiatives from member states who recognize the value of such partnerships.

For example, a press release titled: *Saint Lucia Reaps Benefits from OECS Yachting Initiatives*, reported that: "Tourism officials in Saint Lucia are ecstatic about the considerable increase in the number of yacht calls to the island. Statistics released from the Saint Lucia Tourist Board revealed double digit growth (28.8%) in yachting arrivals for the period January to June 2016, in comparison to the same period in 2015"¹. The report also noted that the Ministry of Tourism attributed this increase largely to the participation of Saint Lucia in major Boat Shows such as the Annapolis (United States Sailboat) Boat Show, at

¹ <https://stluciatimes.com/saint-lucia-reaps-benefits-oecs-yachting-initiatives/>

which Saint Lucia joined six other member states. Since the termination of those joint promotion initiatives, yachting arrivals have declined in destinations such as Saint Lucia.

Accordingly, building on the successes of these previous regional initiatives, the countries of Grenada, Saint Lucia and Saint Vincent & the Grenadines via the ORTCP, are seeking to develop a regional promotion strategy that create the framework for more sustainable joint representation activities, designed to increase visitation from strategic target markets; and ultimately tourism revenue in the Eastern Caribbean.

2 Objective of Assignment

The objective of this assignment is to engage the services of a Consultant to develop a sustainable regional marketing strategy for the destinations of Grenada, Saint Lucia and Saint Vincent & the Grenadines. This strategy will seek to juxtapose the comparative advantages of the countries with the more lucrative niche market segments, with a view to develop attractive product packages with attendant effective strategies for reaching and engaging those markets.

3 Specific Scope of Services

The Consultant would be expected to complete the following tasks *inter alia*:

a) Diagnostic Assessment of Demand and Supply Factors

Working in close collaboration with the Ministries/Departments of Tourism, Tourism Authorities and Hotel & Tourism Associations in each of the three countries, the Consultant will:

- Conduct an assessment/inventory of the products, resources and assets in the three participating countries that can be effectively leveraged to offer competitive packages for visitors. As part of this inventory, particular emphasis should be placed on identifying small and boutique hotels that are eligible for providing accommodation as part of the package;
- Review Tourism Marketing Plans, Tourism Master Plans/Strategies available in the participating countries for information regarding the desired target market segments and product development initiatives;
- Undertake market research to identify key market segments of potentially most value to the region; and collate marketing intelligence relevant to those market segment. The Consultant will study how those market segments typically behave and are influenced.

b) Develop Regional Marketing Strategy

Based on assessment undertaken in (a) above, the Consultant will:

Product

- Propose at least three products/tour packages to be developed based on specific themes/niches. The proposed products should be justifiably commercially viable. The description should be detailed enough such that it should be implementable upon approval. It should therefore include *inter alia* information on: the product attributes and composition, to include information and pictures on proposed sites, activities and attractions. Particular attention be placed on including small and boutique hotels as accommodation options.

Promotion

- Propose a strategy to target the proposed market segments;
- Devise innovative modalities to promote the packages developed, including a common digital/social e-tourism communication strategy, trade/road shows, social media influencers etc.

Price

- Recommend a pricing strategy for the various products proposed for the respective market segments. This strategy should seek to provide added synergistic value to the individual activities of the respective Member States; and should be designed such that no country is unfairly disadvantaged

c) Finalize Regional Marketing Strategy

Having completed (b) above, the Consultant will:

- Prepare a draft Regional Marketing Strategy to be reviewed by all three participating countries.
- Present the approved Regional Marketing Strategy at a regional forum, to the following representatives of each member state for their feedback endorsement:
 - i. The CEO of the Tourism Authority
 - ii. The Permanent Secretary in the Ministry / Department of Tourism

iii. The Executive Director of the Hotel & Tourism Association

- Based on feedback from regional authorities, finalize the Regional Marketing Strategy to include clear detailed information to facilitate smooth transition to implementation. The Strategy should therefore include a detailed time-bound Action Plan with clearly defined activities, and resource requirements.

4 Duration

It is estimated that this assignment will take twelve (12) weeks to complete.

5 Expected Deliverables

The Consultant will be monitored by the regional coordination team or their designee, to ensure continuous commitment to fulfilling responsibilities outlined in the Scope of Services. Key deliverables are outlined below:

1. Diagnostic assessment report based on 3(a) – due four (4) weeks after contract signing
2. Draft Regional Marketing Strategy based on 3(b) - due eight (8) weeks after contract signing
3. Final Regional Marketing Strategy based on 3(c) - due twelve (12) weeks after contract signing

6 Reporting Requirements

All deliverables should be submitted in English. The regional coordination team (led by Grenada) with WBG technical support will review and provide feedback on all deliverables received. Satisfactory submission of deliverables is subject to approval and confirmation by the regional coordination team.

7 Other Requirements

Client's Responsibility

- Facilitate interaction between the Consultant and other Government Ministries and agencies and ensure that the Consultant has access to all information as may be legally allowed for the performance of his / her duties.
- Provide appropriate and timely feedback to the Consultant.
- Facilitate regional discussions as required.

Consultant's Responsibility Additional to the Contract

- The Consultants shall be responsible for the arrangement of his/her own transportation, (both air and ground), between and within each participating member state
- The consultants shall also be responsible for the provision and maintenance of his/her office and residential accommodation.
- The consultant shall also be responsible for the provision of computers, laptops, printers, and other equipment to be used for the assignment

8 Qualifications and Experience Requirements

General Minimum Required Qualifications and Experience of team leader

- At least a Bachelor's Degree in Marketing, Tourism Marketing, Business Administration, Sales, Tourism or other related field

Specific Minimum Required Qualifications and Experience of Consultant

- At least 8 years' demonstrable experience in developing efficient strategies and business plans for all marketing aspects (branding, product promotion, pricing etc.)
- Solid understanding of market research and data analysis methods
- Ability to apply marketing techniques over digital (e.g. social media) and non-digital (e.g. press) channels
- At least eight (8) years' experience in marketing and/or advertising
- Familiarity with strategic marketing campaigns
- Excellent communication skills; and
- Appropriate involvement and/or experience working on similar assignments would be a plus.

9 Terms and conditions:

The terms and conditions of the assignment include provisions that cover the obligations of the Contracting Authority and the Consultant / Consulting Firm as per the World Bank's Guidelines for the procurement of consulting services under IBRD Loans and IDA credits and World Bank Borrowers (Consultant Guidelines: January 2011, Revised July 2014). The Consultant will be selected in accordance with Quality and Cost Based Selection (QCBS) method as set out in the Guidelines