



REQUEST FOR EXPRESSIONS OF INTEREST (REOI) CONSULTING SERVICES

Component 2: Product Development & Marketing

Institution: Compete Caribbean Partnership Facility (CCPF)

Country: Andros (The Bahamas)

Project: Andros Community-Based Tourism Cluster Project

Sector: Tourism

Abstract: The Andros Community-Tourism Cluster initiative comprises 67 enterprises, entrepreneurs and agencies that will work together to bring income into the four (4) community districts of Andros (North, Central, South and Mangrove Cay) while simultaneously ensuring natural and cultural heritage conservation.

By targeting the proven community-tourism flats-fishing and bird-based market niches, this initiative operationalises the cluster for governance and sustainability and advances its vision for successful all-year nature-based tourism through the further development of fishing, bird-based, cultural heritage and other value-added experiences; the implementation of a comprehensive branding and digital transformation strategy; the capacity building of entrepreneurs to effectively and competitively serve the target niche markets and assure visitors of their health safety.

With 56 micro, small and medium firms/entrepreneurs directly involved, of which 39% are women-owned, the initiative will bring US\$45.6 million into the economy and directly impact employment for 669 persons. The remaining population of just under 7,000 persons across the four community districts also stand to benefit.

The objective of this project is to support the Caribbean Tourism Organization (CTO), the Bahamas Ministry of Tourism, Investment, and Aviation (BMOTIA), and the Cluster Members of Andros' four (4) districts, with the development of a comprehensive Community-Based Tourism suite of products and ecotour activities led by a cluster of entrepreneurs and experienced guides in flats fishing, birding and ecotourism. This includes the development and execution of Product Development and Marketing plan for the Cluster.

TC No.: RG-T3792

Contract No.: ATN/CO-18582-RG

Deadline: March 25th, 2023

The Caribbean Tourism Organization (CTO) has received financing from the Compete Caribbean Partnership Facility (CCPF) to support, *inter alia*, the implementation of a Cluster Development Plan for the **Andros Community-Based Tourism Cluster Project** and intends to apply part of the proceeds for consulting services.

The Caribbean Tourism Organization (CTO) now invites eligible **Consulting Firms ("Consultants")** to indicate their interest in providing the Services under **Component 2** of the CDP and further detailed in the Terms of Reference (TORs) accompanying this REOI. Interested Consulting Firms should provide information demonstrating possession of the required qualifications and relevant experience to perform the Services outlined in the accompanying TORs.

The objectives of this consultancy are to develop comprehensive product development plans and strategies for the four (4) districts of Andros, along with an aligned strategic marketing plan, inclusive of digital marketing and cluster branding strategies, and to implement all these plans towards the overall improvement of the available eco-adventure and nature-based experiences, enhancement of the marketing capacity of cluster members, as well as increasing access and presence of the Andros CBT Cluster nationally, regionally and internationally, within a defined period. This will require the consultant complete the following: (i) conduct gap analyses and research and develop market-ready experiences to deliver a more robust product offering; (ii) build the capacity of existing entrepreneurs to align product innovation with market demand; and (iii) identify untapped, value-added market opportunities, supply chain, and



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distribution channels through design and drive the implementation of marketing, branding and digital plans, working in tandem with all parties to deliver quality product and services offerings and the elevation of the destination brand and image of the Andros Cluster, with opportunities identified for increased profitability of cluster entities and overall industry growth.

Starting date and duration: The main activities to be carried out under this TOR are expected to be completed between April 2023 and January 2024 (i.e., nine (9) months).

Consulting Firms will be selected in accordance with the procedures set out in the Caribbean Tourism Organization's (CTO's) policies and is open to all eligible bidders as defined in the policies.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. For the purpose of this process, the nationality of a firm is that of the country in which it is legally incorporated or constituted and in the case of Joint Venture, the nationality of the firm appointed to represent it.

A Consultant will be selected in accordance with the Quality and Cost-based Selection (QCBS) method.

Further information can be obtained from **Ms. Jean Simmons, Cluster Project Manager, Andros CBT Cluster Project**, via email: androscpm@bahamas.com

Expressions of interest must clearly indicate **COMPONENT 2** and must be submitted in a written form, either **in person to the below address OR via email to the below email address**, by March 25th, 2023.

Caribbean Tourism Organization
Attn: Mr. Brian Frontin, Regional Technical CBT Consultant
7th Floor Baobab Tower
Warrens, St. Michael, Barbados Tel: (246) 427-5242
E-mail: frontinb@caribtourism.com
Website: www.onecaribbean.org



TERMS OF REFERENCE

Product Development & Marketing (Component 2 of Cluster Development Plan)

BACKGROUND

The objective of the Technical Cooperation (TC) is to support the Caribbean Tourism Organization (CTO) and Bahamas Ministry of Tourism, Investment and Aviation (BMOTIA) in collaboration with the Cluster Members of Andros' four (4) community districts with the implementation of the Andros CBT Cluster Project.

In 2017, the Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Government of Canada, and the Caribbean Development Bank (CDB) established a co-financing facility called "The Compete Caribbean Partnership Facility" (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD \$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries [1].

In January 2020, the CCPF launched a call for proposals for clusters focused on the tourism and agri/agro-tourism sectors. To support this process, with the aim of providing tools to build a pipeline of strong projects, and to maximize the impact and benefits on the most vulnerable groups, a community-based tourism (CBT) toolkit was developed in collaboration with the Caribbean Tourism Organization (CTO) and disseminated through various agencies including the Ministry of Tourism in each country and the Caribbean Hotel and Tourism Association (CHTA). The toolkit includes primary market research of US based consumers to assess the demand for innovative products and services that can be offered in the Caribbean, and visitor willingness to pay for these experiences. Additionally, it includes a Community-Based Tourism Enterprise Handbook, Cluster Diagnostic Tool and a Tourism Assets Inventory and Profile Template, which cluster stakeholders can use to develop and/or enhance their tourism product and experience.

Following the call for cluster proposals, three (3) projects were selected to receive technical assistance. This technical assistance will be used to help community-based tourism (CBT) enterprises in the selected clusters, strengthen and develop CBT related products and become market-ready. The activities will seek to ensure that:

- i. the products offered are aligned with the willingness-to-pay of Caribbean tourists.
- ii. the businesses generate enough revenues to cover their costs.
- iii. the staff, helpers and local guides are properly trained in health and safety measures particularly regarding COVID and;
- iv. the diverse Micro, Small and Medium Enterprises (MSMEs) in the community are able to reach the targeted visitors via effective tour packaging, promotion, and online marketing.

These activities are prioritized and defined in the Cluster Development Plan (CDP) of each project, which was prepared in collaboration with the cluster stakeholders based on the results of the community diagnostic and tourism asset inventory.

The Andros Community-Based Tourism Cluster in The Bahamas is one of the successful projects selected to receive technical assistance.

A Technical Cooperation (TC) agreement has been established between the Compete Caribbean Partnership Facility (CCPF) and the Caribbean Tourism Organization (CTO), with the CTO performing the role of Executing Agency on behalf of the CCPF. The CCPF and the CTO have established a Regional Stakeholder Committee to facilitate active collaboration between the organizations and provide strategic oversight of the implementation of the three (3) Cluster Development Plans throughout the project tenure.

A CDP is a comprehensive strategic plan designed based on a thorough analysis of the situation on the ground, through consultations with cluster stakeholders, research on market opportunities identified, and segmentations recommended and/or established. It also includes a detailed implementation plan with priorities defined for each key stakeholder. Together, these priority activities or investments will enable the achievement of the outcomes and impact expected from the project, which are captured in a monitoring and evaluation framework.

The CTO has engaged the services of a Regional CBT Technical Consultant (RTC) to provide supervisory and technical assistance to coordinate implementation of the three (3) CDP's. Each CDP is being implemented with the technical assistance of a Cluster Project Manager (CPM) based in the respective destination. A National Steering Committee (NSC) has also been convened to work closely with the CPM during implementation. The CPM will directly report to the RTC who will provide necessary guidance and support.

Figure 1 below provides a diagrammatic representation of the high-level governance and reporting lines for the project.

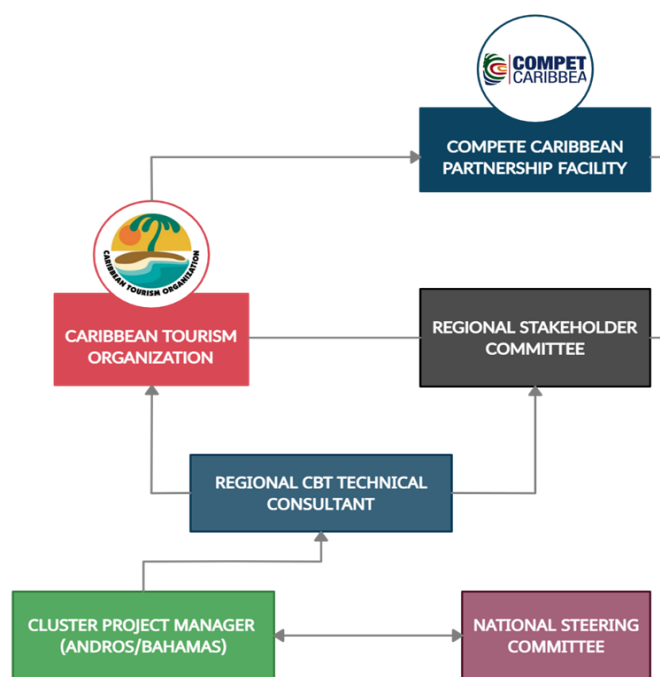


Figure 1

The Cluster Development Plan is programmed for over two (2) years, with three (3) major components:

Component 1: Cluster Formalization & Project Coordination:

To support the formalised incorporation of the cluster (including legal work) and to coordinate and monitor the implementation of the cluster initiatives as well as to collect and report on cluster data. Ultimately the goal is to successfully position the cluster to operate effectively as a formalised ongoing and sustainable organizational entity and to enable long-term evaluation of its success.

Component 2: Product Development & Marketing: Enhancement/Development of Product Assets; Experiential Product Packaging; Marketing Plan Development and Implementation (Branding & Differentiation, Online Presence/Website Development, Social Media Development, Campaign Implementation); Product Familiarization; Trade Fairs/Shows.

Component 3: Capacity Development and Training:

Eco Guide Certification/Program Development & Implementation; Knowledge Transfer; Special Entrepreneurial Training Workshops (Community Enterprise Export Readiness, Digitization Innovation & Transformation); Special Health Safety & Environmental Programs (COVID-19 Health Safety & Environmental Assurance, Community Environmental Monitoring and Reporting Program).



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At the end of the two years, this CDP and its activities are expected to provide a benchmark for the sustainability of actions ensuring meaningful transformation through capacity building and business development/ mentorship, and targeted outreach to drive economic development in the target communities, while also improving the lives and livelihoods of both cluster members and the broader communities.

The Andros CBT cluster has proposed to tap into the proven markets for community-based tourism by focusing on the US sports/fly-fishing and birding eco-adventure niche segments that are shown to be interested in the type of products that Andros has to offer, are willing-to-pay more for the experiences and are interested in community integrity and environmental protection. To maximize visitor expenditure and to ensure that there is enough for family and other members travelling with the target market to enjoy, the cluster will engage more of its members by offering other eco-adventure and cultural heritage experiences.

Community members including women and youths will be trained as eco, flyfishing and birding guides and to advance guiding as entrepreneurs. They will also be trained in CBT enterprise readiness and digital competitiveness; in COVID-19 visitor assurance; and to monitor the environment and report on activities.

The successful implementation of the Andros Community-Based Tourism Cluster Project will make a significant difference in the lives of community members on the island of Andros in The Bahamas.

CONSULTANCY OBJECTIVES

The objectives of this consultancy are to develop comprehensive product development plans and strategies for the four (4) districts of Andros, along with an aligned strategic marketing plan, inclusive of digital marketing and cluster branding strategies, and to implement all these plans towards the overall improvement of the available eco-adventure and nature-based experiences, enhancement of the marketing capacity of cluster members, as well as increasing access and presence of the Andros CBT Cluster nationally, regionally and internationally, within a defined period. This will require the consultant complete the following: (i) conduct gap analyses and research and develop market-ready experiences to deliver a more robust product offering; (ii) build the capacity of existing entrepreneurs to align product innovation with market demand; and (iii) identify untapped, value-added market opportunities, supply chain, and distribution channels through design and drive the implementation of marketing, branding and digital plans, working in tandem with all parties to deliver quality product and services offerings and the elevation of the destination brand and image of the Andros Cluster, with opportunities identified for increased profitability of cluster entities and overall industry growth.

SCOPE OF THE WORK

In carrying out the assignment, the Consultant is required to employ a collaborative approach in ensuring that inputs are obtained from the Compete Caribbean Partnership Facility (CCPF), the Caribbean Tourism Organization (CTO), the National Steering Committee (NSC), the Ministry of Tourism the Cluster Project Manager (CPM) and other relevant stakeholders. A participatory and consultative approach is encouraged in the conduct of the services, to contribute to its completion both timely and efficiently.

Note: Formalization of the Andros Island Cluster into a legally registered entity ('management entity') will occur during the execution of this consultancy. The management entity will be responsible for the oversight, promotion, and commercialization of cluster members' products and service offerings. The Consulting Firm will be required to provide support to this management entity.



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ACTIVITIES

The Consulting Firm will be required to complete the following project activities:

- **Inception Report.** Conduct a gap assessment of the current regional and local environment in which the Cluster operates and analyze the internal (strengths and weaknesses) and external factors (opportunities and threats) affecting their market growth and positioning.
- **Desk Review.** Conduct desk and field research about target audiences for community-based tourism offerings across the four (4) Andros districts, market research to identify potential markets, market segments and opportunities, business evaluation assessment in terms of processes and product, technical capabilities to drive the Cluster, and current financial status to identify strengths and weaknesses, and key challenges to respond to market demands and further engage in the implementation of marketing activities.
- **Stakeholder Interviews.** In collaboration with the Cluster and the CTO, interview key stakeholders to identify and validate the vision, scope, and specific goals of the Cluster with respect to Strategic Marketing, Digital Marketing, and Cluster Branding.
- **Strategy Document and Work Plan.** Prepare a strategy document which outlines the scope of work, commitments and expectations of the Consultant and relationships with CPM, Cluster and NSC and other relevant parties with respect to project planning, project risks, information needs, workflow, travel, logistics, communications, reporting timelines, administrative and technical support, and budget. The Work Plan defines the actions and linked activities, working committees, timelines, roles and responsibilities, scheduling, budget and deliverables within the operational and reporting framework for the scope of work of the Consultant, as outlined in the Strategy Document.
- **Conduct Destination and Product Research.** Evaluate Andros' four districts as sustainable nature-based, eco-tourism destinations and understand the product and market drivers for each of the four (4) districts that make them unique destinations for recreational fishing, birding and nature-based tourism. Undertake feasibility studies of the potential secondary drivers and linkages that might contribute to Andros' development as a premier nature-based tourism and eco-adventure destination.
- **Evaluate Cluster Alignment and Engagement.** Meet with the cluster membership to validate the cluster's vision for successful, all-year-round tourism within the four (4) districts of Andros in a COVID-19 safe environment, and objectives that propose the utilization of the island's natural heritage assets to advance development and conservation to the benefit of cluster firms, entrepreneurs and agencies. Identify all potential opportunities within the CDP scope, and specific goals with respect to capacity building, to capitalize on market opportunities. Evaluate the cluster's business strengths, weaknesses, product/market alignment, market readiness, and responsiveness to market needs.
 - Meet with Cluster Members individually in the four (4) districts to understand their distinct cultural differences and collectively and address business development needs both individually and as a diverse collective. Stakeholder engagement and discussions to also be held with all partner and supporting institutions.
 - **Cluster Segmentation and Gap Analysis.** As part of Stakeholder Engagement Analyses, conduct a segmentation and gap analysis of the cluster's product/service portfolio, quality assurance, technological capacities, operating environments, marketing capabilities, human resource/skills capacity, business processes and supply chain effectiveness and recommend strategies to build capacity improve business productivity and collective growth.
 - The cluster's business performance gaps should address implementation of ESG/sustainability frameworks and regulatory compliance, quality assurance and capabilities in areas such as goal setting, business intelligence, business profit and loss, product packaging, sales funneling, customer relationship management (CRM), consumer and trade marketing and distribution, digital marketing/advertising, social media marketing, storytelling and content marketing to activate market preparedness. Conduct analysis of current distribution channels and identify and recommend booking platforms, travel tour operator and



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trade networking and partnerships. Market trends and SDG metrics such as gender equality, youth employment, environmental resilience and safety and security should be factored in this analysis to develop patterns of inclusive growth and the long-term sustainability of cohorts.

- **Experiential Tourism Product Development (Strategic Innovation and Implementation Plans).** Having undertaken a situational analysis, identify the creation of ten (10) experiential products with new or different characteristics that would appeal to current and future tourist demographics, inclusive of product description, operational consideration, and investor/partner identification for each product/service mix to be developed and promoted. Identify the unique selling proposition of a product/service-enhanced cluster to amplify a targeted marketing strategy and further development of creative assets. This will involve modification of existing products/experiences or formulation of new products/experiences.

The firm will be required to conduct strategic workshops with cluster members and improve the tourism product offerings in Andros to enable the cluster to deliver high-quality products and services, meet financial targets and maximize the potential for increased earnings. New, innovative experiential products and potential new target markets should be based on research, feasibility studies, stakeholder capacity, product/market alignment and potential to fill gaps.

- **Conduct Market Research.** Conduct competitive SWOT analyses and benchmarking to assess market readiness of the four (4) districts of Andros to tap into proven markets for community/nature-based tourism and eco-adventures. Identify specific niche market segments where consumers would be willing-to-pay-more for Andros-based experiences and are interested in community integrity and environmental protection. Develop a creative brief to identify new markets for primary and secondary destination drivers as well as business and trade export opportunities (national, regional and international) to improve supply chain access. Explore cross-cutting, market-based activities that would reduce costs and unpredictability in product/service delivery.
- **Develop Marketing Plan and Branding Strategy.** Develop a sustainable, unique and recognizable brand image that best defines Andros' community-based tourism (CBT) and nature-based product offerings in the four (4) districts, to be used to market Andros domestically, regionally and internationally.

Develop the district-level marketing plans incorporating the 5Ps (*product, people, price, promotion and placement*) based on comprehensive and competitive product/market alignment analyses and market dynamics for each of the niche activities on offer and strategies for synergistic cluster brand marketing. Each niche activity category should include the following information:

- the unique product attributes, product characteristics, competitive positioning, packaging, target audience, targeted product/service messaging, selling proposition, market trends, distribution channels, optimal pricing strategy, effective branding, sales and media strategies, market linkages, market intelligence/data sources, creative portfolios (e.g. photography, video, social media samples), supporting materials (sample itineraries for each of the identified market segments), various themes and varying durations suitable for experiential type travellers and groups.
 - customer profiles/demographics and behavioural economics, (*inclusive of purchasing habits, buying behaviours, media influences, CRM preferences, standards requirements, pricing, gratuity and service expectations, planning and decision-making priorities, market influences and key drivers for intent to recommend/traveller reviews*).
- **Digital Marketing/Social Media Strategy.** Develop a library of website and mobile creative briefs and tools (web-map, image and video bank, wire frames and logo design, etc.) to support digital content placements within the diverse local, regional and international distribution channels to enhance the digital presence of the cluster and individual business entities across multiple platforms and build awareness of Andros' nature-based tourism products and improve customer interactions.



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Develop a social media and influencer marketing strategy with blogs, video, texts and other tools to generate rich content and storytelling to attract customers and sustain interest in trade, travel agent, influencer and media familiarizations. Use digital content to promote activities such as local signature events/festivals, competitions, awards, educational activities, research opportunities, new cultural and eco-tourism experiences, grant funding opportunities, partnerships, international internships and international events.

- **Marketing Plan Implementation.** The Marketing Plan should articulate the sales, marketing, data gathering, and business intelligence strategies needed to improve the product/service proposition and quality of the experience and increase business earnings.

Conduct workshops with Cluster members to create awareness and enhancement of product/service content and service culture within their unique environments and improve quality and standards to meet/exceed customer expectations in product/service delivery. Workshop sessions should include information to aid cluster members in understanding the customer planning and purchasing process across diverse niches and key drivers that influence decision-making.

- Make use of custom research and case studies to explain needed product enhancements and the importance of product/market alignment to aid the cluster in gaining a better appreciation of the product quality and service culture needed to meet customer expectations. Define branding strategies for website, mobile and print media to improve budgeting and reduce expenditures on targeted advertising and media placements and high-cost SEO activities.
- Develop marketing tools, pricing models and CRM initiatives with emphasis on lower-cost digital content strategies such as customer data collection, social media, blogs, and other content development strategies, organic SEO, partner marketing and customer reviews to expand market penetration. Prioritize the use of social media messaging, response to online queries and customer reviews and content partnerships to manage costs and optimize reach.
- **Deliverables**
 - Develop a media toolkit and library of brand templates with colour and size specifications and guidelines for diverse media placements (*e.g., corporate collaterals, uniforms, and logos for placement on digital websites and mobile platforms, gift items, apparel, signage, etc.*) and assist the cluster in obtaining copyright.
 - Introduce the cluster to the latest tools in marketing analytics and the use of keywords to increase awareness and improve (Google) listing placements and conversion rates.
 - Generate high quality, standardized templates for digital content uploads, with content specifications for photography and video uplinks and placeholders for website, email, mobile and social media tags.
 - Conduct meetings with all relevant national and local tourism development and promotion boards and booking agencies to align marketing efforts.
 - Define and prioritize intermediaries and distribution channels for each niche activity to assist the management company in prioritizing content requests and retrieving information.
 - Identify local and select regional or international training and mentoring resources and/or memberships to assist the management company with utilization of various tools of the trade to continually maintain relevance and optimize marketing opportunities for the Cluster.



REPORTS AND DELIVERABLES

All deliverable reports will be reviewed by the Cluster Project Manager (CPM), National Steering Committee (NSC), and the Regional CBT Technical Coordinator (RTC), and must be approved by the CTO prior to payment. The Consulting Firm(s) will complete the following deliverables and submit respective reports for each phase as per below:

- **Deliverable 1 - Inception Report.** Prepare a Strategy Document and Work Plan that describes all the activities and arrangements agreed with the client including tentative dates of intended achievement with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, stakeholders to be consulted, and an indicative list of main literature and/or information source to be reviewed / consulted. The Inception Report should also summarize the results of the desk review and the initial discussions with the key stakeholders.
- **Deliverable 2 - Destination and Product Development Research Reports** for the four (4) districts of Andros and first draft of Implementation Strategy (includes cluster product/market alignment, cluster engagement, business segmentation and gap analysis).
- **Deliverable 3 – Final Draft of Experiential Tourism Product Development and Implementation Plans** for the four (4) districts of Andros and first draft of Implementation Strategy (includes cluster product/market alignment, cluster engagement, business segmentation and gap analysis).
- **Deliverable 4 - Market Research Reports** for the four districts of Andros. (i) Conduct a situational analysis that includes an internal and external factor evaluation including SWOT and PEST analysis in order to clearly identify opportunities that can be capitalized on in niche markets and marketing strategies that can respond to trends in the target markets. (ii) Conduct a market scan of relevant stakeholder needs, industry gaps, and factors influencing market growth for the cluster products and services and other derived products ensuring that they are accurately identified and described and aligned with the requirements of targeted niche markets. (iii) Conduct a market supply and demand analysis that clearly states the market size at national, regional and international levels including niche or specialized markets (TAM, SAM SOM); (iv) Identifying markets, buyer specifications and specific channels to reach identified niche or specialized markets; (v) Undertake a competitive analysis and competitor benchmarking and assess differentiating aspects of the Andros Cluster in the Bahamas with a view to capture niche/specialized markets with the goal to determine which is the best strategic market approach and key priorities.
- **Deliverable 5 – Final Draft Andros Cluster Marketing and Branding Plans** for each of the four (4) districts with implementation plans to include digital marketing strategy, social media strategy and implementation of the specific deliverables.
- **Deliverable 6 - Mid-term Report** on Implementation. Summary on the results of the implementation including key activities implemented and expected results, lessons learnt and recommendations. Please include a summary of workshops sessions, list of participants that demonstrate the knowledge transfer to the Andros Cluster.
- **Deliverable 7 - Final Report** on Project Implementation. Summary on the results of the implementation including key activities implemented and expected results, lessons learnt and recommendations, PowerPoint presentations, updated manuals and guidelines. Please include a summary of workshops sessions, list of participants that demonstrate the knowledge transfer to the Andros Cluster.



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PAYMENT SCHEDULE

Payment terms will be based on phase completion or deliverables. The CTO does not expect to make advanced payments under consulting contracts and wishes to receive the most competitive cost proposal for the services described herein.

The Consulting Firm will be paid based on the satisfactory deliverable/phase completion, schedule and payment percentage outlined in the following table:

#	DELIVERABLE / PAYMENT STAGE	SCHEDULE (Duration from Contract Signing)	Payment (as a % of Total Contract Size)
1	Deliverable 1 – Inception Report	1 month	10%
2	Deliverable 2 – Destination and Product Research Reports (by District)	2 Months	10%
3	Deliverable 3 - Experiential Tourism Product Development and Implementation Plans (by District)	4 Months	15%
4	Deliverable 4 – Market Research Reports (by District)	6 Months	15%
5	Deliverable 5 – Final draft of Andros Cluster Marketing, Branding, and Implementation Plans (by District)	7 Months	20%
6	Deliverable 6 – Mid-term Report on the Implementation	8 Months	10%
7	Deliverable 7 - Final Report on the Implementation	9 Months	20%

SPECIFICATIONS FOR THE CONSULTANCY SERVICES

Type: The work will be carried out by a firm of consultants. The contract is a *lump sum* payment to be awarded based on the consulting firms’ qualifications and experience in the subject area. Payments shall be made as established in Payments Schedule section above.

Place of work: External consultancy. The work is to be performed in the four (4) districts of the island of Andros (The Bahamas) via scheduled missions and virtually throughout the project.

Qualifications of Team Members

- This consultancy requires the services of an international consulting firm with at least ten (10) years of experience in designing and implementing Product Development, Marketing, Digital Marketing and Branding strategies within the tourism sector. The firm’s portfolio of projects must include development of experiential products for the tourism sector and the design and implementation of marketing strategies, digital marketing, branding strategy for private sector firms or government institutions in developing countries, including the Caribbean. Experience working with multilaterals in emerging markets (particularly the Caribbean would be desirable).
- The Lead Consultant should possess at least ten (10) years of experience in Product Development in the tourism sector, specifically designing, implementing, and managing product and business development strategies and action plans. Demonstrated knowledge of the current tourism sector and experience working in the Caribbean is highly desirable. The minimum of a university degree (Master’s degree or equivalent is preferred) in Tourism Product Development, Marketing, Business Management, Communications, or a related field).
- Key Expert 2 – Branding Specialist – Tourism: At least five (5) years of experience delivering industry gap analysis, market analysis and feasibility studies. At least three (3) years in the tourism industry (preferably with a focus on community-based tourism), particularly in the Caribbean. Previous experience conducting tourism private sector ecosystem mapping will be highly valued. Minimum of a university degree (Bachelor’s degree or equivalent is preferred) in Tourism Development, Business, Marketing and Communications, or a related field.



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- **Key Expert 3 – Digital Marketing Specialist:** At least five (5) years of experience in digital marketing, specifically working with designing, implementing digital strategies and affiliate marketing campaigns, social media, content marketing and email marketing, SEO and PPC advertising. Demonstrated knowledge of the current tourism sector in the Caribbean. Minimum of a university degree (Bachelor's degree or equivalent) in Business, Marketing, Digital Marketing, Communications, or a related field, or equivalent digital marketing specialist certifications.
- **Key Expert 4 – Market Research and Data Analyst:** At least five (5) years of experience in delivering industry gap analysis, market analysis and feasibility studies. At least three (3) years in the Tourism Sector. Minimum of a university degree (Bachelor's degree or equivalent is preferred) in Economics, Finance, Business, Tourism Development, International Development, or a related field.
- **Key Expert 5 – IT and Digital Transformation Specialist:** At least five (5) years of experience in IT/digital transformation for organizations, specifically developing web/app applications and platforms for e-commerce. Minimum of a university degree (Master's degree or equivalent is preferred) in Economics, Mathematics, Engineering, IT or a related field.

Core Competencies:

- Demonstrated knowledge of private sector development practice and at least ten (10) years of professional experience in product development, marketing, digital marketing, branding, Digital Transformation and ecommerce. Previous experience within the tourism sector and with multilateral or international financial institutions is preferable.
- In-depth knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous assignments in The Bahamas and/or Caribbean would be desirable.
- Experience in leading and conducting training on capacity building to Private sector firms, clusters and BSOs.
- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Strong inter-personal, facilitation and leadership skills with ability to relate to broad range of stakeholders.
- Proven track record in developing and implementing successful marketing initiatives.
- Proven capacity to liaise and effectively work with government agencies and the private sector of The Bahamas and/or wider Caribbean.
- Excellent interpersonal, written, and verbal communication skills.
- Reliable and demonstrated ability to work independently.
- Well organized, strong problem-solving abilities.
- Proven ability to create confidence and provide leadership.
- Have a flexible approach and persistence to optimize results.

About the Caribbean Tourism Organization (CTO)

The CTO, officially established in 1989, is an inter-governmental development agency specializing in tourism for the Caribbean region. Headquartered in Barbados, the primary objective of the CTO is to provide to and through its members, the services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people. The CTO's membership reflects the diversity of the Region, with Government membership extending 24 Dutch, English, French and Spanish speaking countries and territories, as well as a myriad of private sector allied members in tourism related and ancillary sectors.